



DO INÍCIO AO FIM, CINTO DE SEGURANÇA SIM.

DO INÍCIO AO FIM, CINTO DE SEGURANÇA SIM.

Cristina

**TABELA DE TARIFAS**

	Rodagem	Eixo	Multiplicador
1 Automóvel, camionete e furgão			AUTO
2 Caminhão leve, ônibus, caminhão-trator e furgão			20
3 Automóvel com semirreboque e camionete com semirreboque			
4 Caminhão, caminhão-trator e caminhão-trator com semirreboque			
5 Automóvel com reboque e camionete com reboque			
6 Caminhão com reboque e caminhão-trator com reboque			
7 Caminhão com reboque e caminhão-trator com reboque			
8			

# 2019

## SUSTAINABILITY REPORT



# Journey 2019



# Message from the CEO

A period of elaborating new programs for infrastructure concessions in the country and of addressing pending issues in the sector began in 2019, allowing the highway industry to envision a promising growth path.

Internally, it was a time of organizational realignment for Arteris and, as part of these changes, I became the head of the company in February 2019. Since then, we have embarked on a major transformation for the purpose of streamlining the company and making it leaner, more efficient and assertive. At the same time, we have also undertaken a cultural change initiative in the company to ensure that employees are connected with our strategy for the future.

Although we ended the year 2019 with a consolidated net loss of BRL 36.9 million, this amount represents a major evolution with respect to the net loss recorded in 2018 of BRL 189.1 million. We recorded a substantial leap in efficiency when comparing revenue evolution with cost behavior. The 3.8% reduction observed in costs and expenses with a cash effect in relation to the previous year is already the result of measures such as the optimization of spending when hiring services and integration of functions and services in centralized areas of the company.

These results are clear signs that we need to focus on operational efficiency and investment management, always maintaining the sustainability of the company and the communities where we operate as a commitment and guide for our performance and vision for the future.

The considerable improvement in safety rates is also worth mentioning, both in terms of the internal accident rate and in road safety for users. We know that this topic requires

vigilance and permanent action, but we celebrate this result because it reflects the maturity of the safety culture and commitment of the teams.

We also made important investments in 2019, which totaled BRL 1.5 billion in the period. Highlights include Contorno de Florianópolis, an important project delivered to the state of Santa Catarina as the result of an unprecedented pace of work and regulatory discussions.

We were surprised by the Covid-19 pandemic in early 2020. Our services were maintained despite the adverse scenario, without prejudice to the safety and health of our employees. In this unprecedented context, and demonstrating a sense of collaboration and appreciation for the human being, we were able to join forces in inter-industry partnerships to guarantee support to the main customers of the Arteris highways - the truck drivers - a category that was heavily impacted in the first weeks of the quarantine.

We are very aware that the outlook for solving economic challenges following the health crisis will depend on investments in infrastructure and we know the importance of our role in this sector for job generation and revenue for the municipalities. Many challenges lie ahead, but we are sure that the pillars built thus far will be important to continue down our path of generating shared value.

**Enjoy your reading!**

**ANDRE DORF**  
CEO of Arteris

# About the Sustainability Report

This Sustainability Report reflects the Arteris journey in 2019, when the company embarked on a new cycle. Its content is structured around the most relevant (material) topics for management, from the perspective of sustainability – from the point of view of the organization and its stakeholders.

The material topics are distributed throughout the content of the Sustainability Report. The material topics related to the initiatives, management forms and projects described in each chapter are indicated at the beginning of each one.

The document was prepared based on the Essential option of the Global Reporting Initiative (GRI) Standards adopted by organizations worldwide, which allow comparisons among sectors and companies and the monitoring of sustainability management at Arteris over the years. The first publication using this methodology was prepared in 2019 (base year 2018). The reporting cycle is annual and the information disclosed here refers to the period from January 1 to December 31, 2019.

GRI indicators are depicted throughout the document, referencing the corresponding content (example: GRI 102-14). The Summary of GRI Content, at the end of the Sustainability Report, specifies the Standards used and lists all content included here.



## MATERIALITY

Material topics are those that reflect the significant economic, environmental or social impacts of an organization; or that substantially influence stakeholder assessments or decisions. The materiality process – which defines the relevance of the topics based on qualitative and quantitative consultations and analyses – was conducted at Arteris in 2018 and involved representatives from different areas and hierarchical levels of the company as well as consultations with **priority groups of stakeholders**.

In addition to interviews with internal and external audiences, benchmarking and sectorial studies were also conducted, as well as the analysis of institutional and controller documents. The materiality matrix was formed around five relevant topics following a prioritization process.

**Non-Governmental Organizations (NGOs), press, consultants, academia, public bodies, regulatory agencies, Highway Police, sectoral entities, shareholders and partners.**

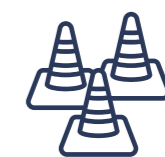
## MATERIAL TOPICS



People



Growth and profitability



Security



Integrity



Relationships and dialogue

### RESTATEMENTS OF INFORMATION

Unlike the previous report (base year 2018), we chose to present the GRI indicators in this Sustainability Report using the Enablon software standard, already adopted by Arteris for quarterly reporting to Abertis. The company understands that this format more accurately reflects how the company manages its sustainability indicators. The data presented here are audited by an External Audit, lending even more transparency and credibility to the information.

# Mission and values



## MISSION

To significantly contribute in developing the infrastructure needed for sustainable growth in Brazil, promoting excellence and long-term vision in road concession management and adding value for our users, employees, public authorities, communities in the regions where we operate, and investors.



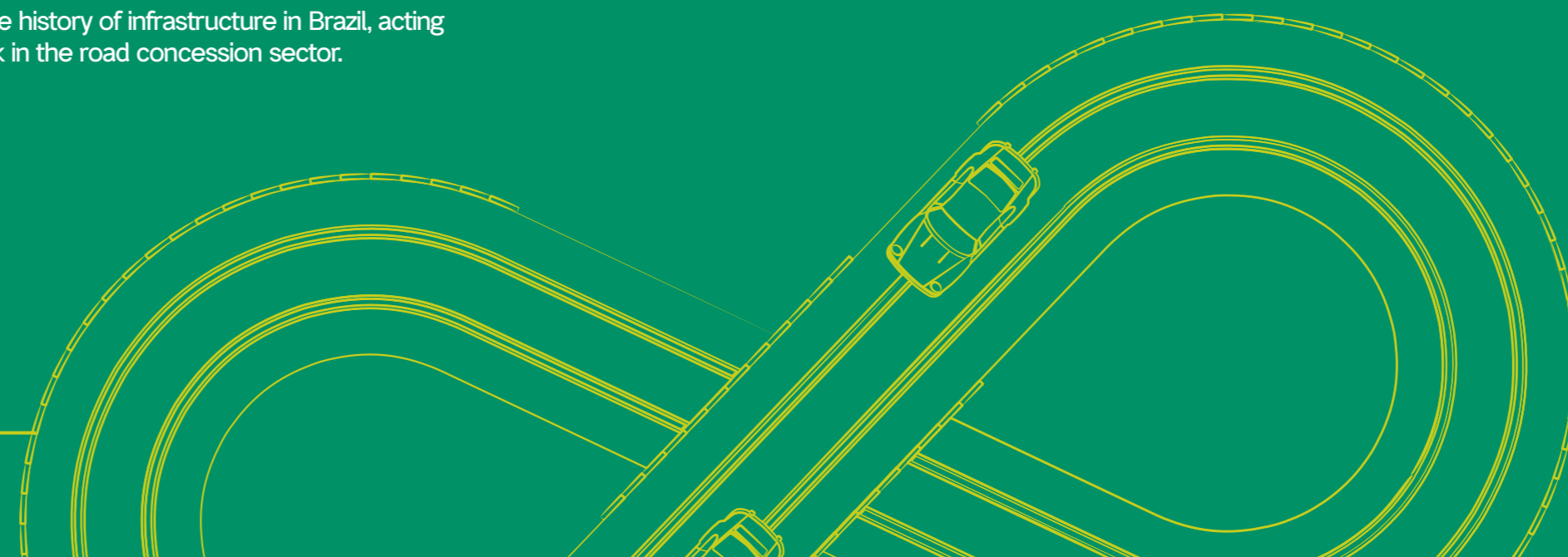
## VISION

To be part of the history of infrastructure in Brazil, acting as a benchmark in the road concession sector.



## VALUES

- Respect for life: We strive to ensure the safety of our employees and users.
- Integrity: We operate with ethics, transparency and respect for the rules.
- Sense of ownership: We encourage people to take responsibility. We continue to strive for results with excellence and efficiency. We are committed to quality results.
- Proactivity: We seek to promote creative and bold attitudes in our employees in the search for new solutions.
- Collaboration: We work collaboratively, respecting and involving the necessary people in decision making.
- Sustainability: We believe in the sustainability of our business through respect for our people, resources and the environment.
- Meritocracy: We value employees by promoting professional development and recognizing outstanding performance with meritocratic principles.



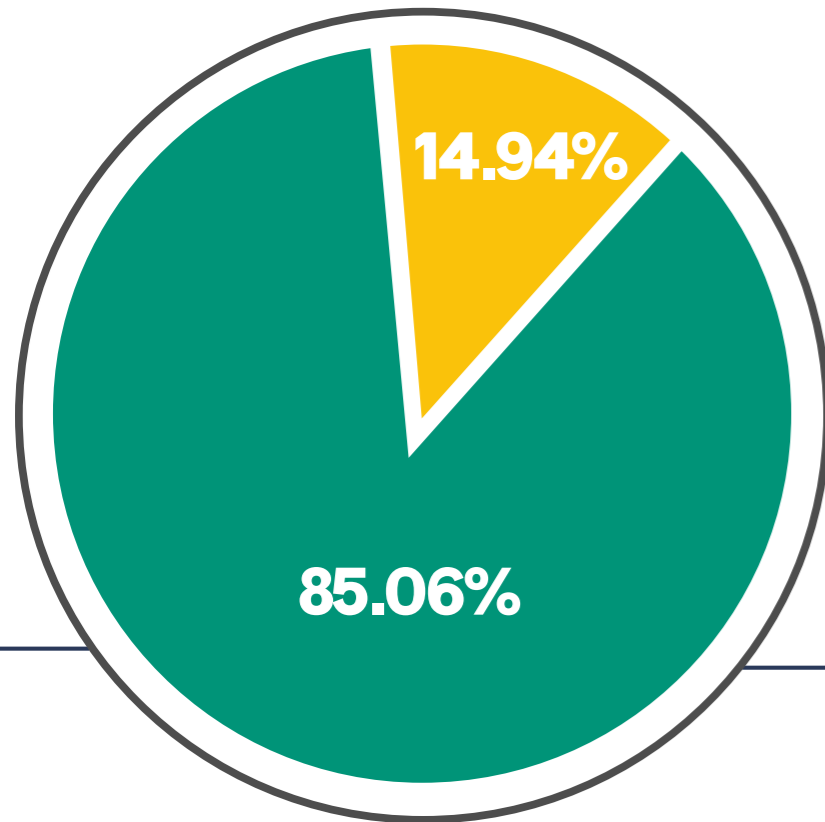
# Our operations

## ABOUT US

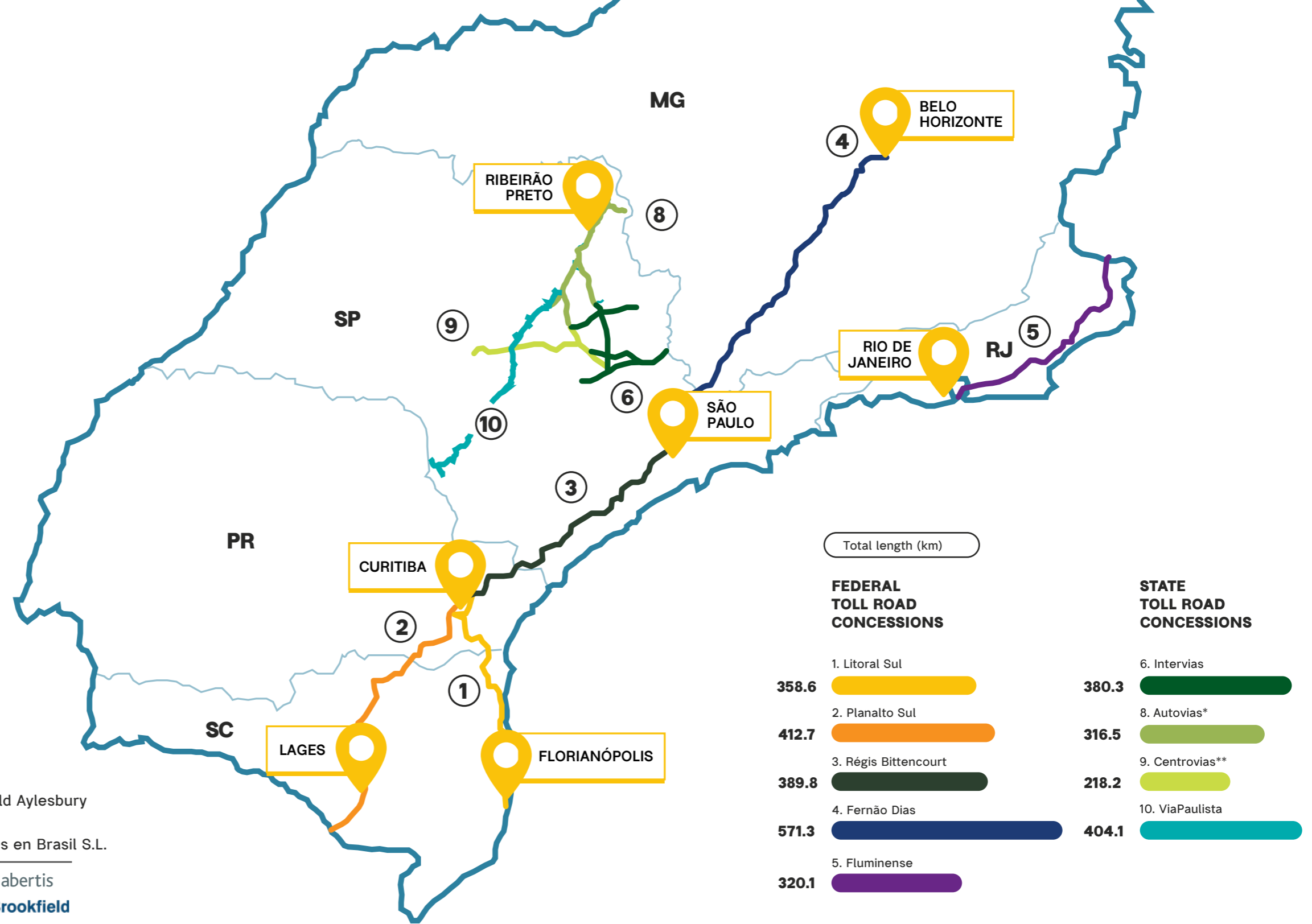
One of the largest in the sector, Arteris manages eight highway concessions in Brazil. Its undertakings encompass the operation, improvement, expansion and conservation services for 3,400 km of highways\* in the states of São Paulo, Minas Gerais, Rio de Janeiro, Santa Catarina and Paraná (see map).

Participes en Brasil S.L. holds the controlling interest in the company, with shares divided between Abertis Infraestructuras S.A., a world leader in highway management in 14 countries across Europe, America and Asia; and Brookfield Motorways Holdings SRL, a global company that invests in high quality and long-lasting assets.

\*December 2019 data.



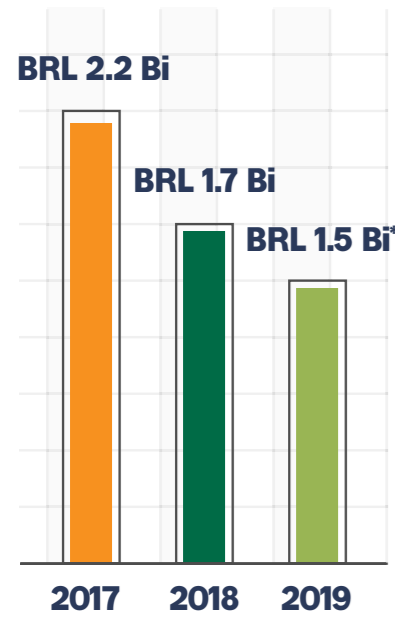
■ Brookfield Aylesbury  
■ Participes en Brasil S.L.  
51% abertis  
49% Brookfield



\* The 316.5 km section managed by Autovias until July 4, 2019, the concession agreement's maturity date, was transferred to ViaPaulista for management, as stipulated in the Bidding Notice for Rodovias dos Calçados won by Arteris in 2017.  
 \*\* Concession ended in June 2020.

# Main investments

The year 2019 was marked by an intense cultural transformation process, a major initiative to make Arteris an increasingly efficient and competitive company. A total of BRL 1.5 billion were allocated to improvement and maintenance interventions, of which 64.4% were conducted on federal toll roads.



*\*The reduction in investments observed in recent years is a natural consequence of several factors: the finalization of the concession contracts for Vianorte and Autovias in 2018 and 2019, respectively; reaching the maturity of the federal concessions, considering that the main contractual investments have already been fulfilled, with emphasis on the completion of the duplication works for Serra do Cafezal, on Régis Bittencourt; and the re-planning of some stages of the ViaPaulista duplication works.*

The main highlights include the acceleration of works on Contorno de Florianópolis (34.4 km stretch), the implementation of the Emergency Escape Area and the renovation of the Itajaí Mirim bridge on Litoral Sul, the implementation work for the Toll Plaza on SP 318 (P6-São Carlos) and start of works for nine User Service Center Bases on ViaPaulista; duplication works on SP 191 (2 stretches between km 49 and km 74) and duplication on SP 147 (km 88 to km 104) at Intervias; and to the works for the implantation of a green overpass and 15 wildlife crossing on Fluminense, among others.



## TOLL ROAD CONCESSION OVERVIEW

### LITORAL SUL

**LOCATION:**

Mercosur Corridor (23 municipalities of Paraná and Santa Catarina)

**LENGTH:**

358.60 km

**CONCESSION PERIOD:**

25 years (until 2033)

**MAIN HIGHLIGHTS:**

Work on Contorno de Florianópolis, one of the most important works for the region, began in May 2014, shortly after the Installation License was issued by IBAMA for a 14-km stretch. A rectifying Environmental License was subsequently issued in May 2015, covering a total length of 47 kilometers. Work is currently underway on the North and Intermediate Sections, containing 4 grade separation interchanges, where the km 193+400 and km 204+200 interchange is underway and km 215+380 is completed, and 13 underpasses, of which 9 are in progress and 3 are completed. The contracting process for execution of the work on segments of Southern Section A and B was underway at the close of this Sustainability Report. In 2019, the toll road concession also completed the implementation of the Emergency Escape Area located at Km 667+300 of BR-376/PR and Special Work of Art at Km 119+510 North.



# Toll Road Concession Overview



## PLANALTO SUL

**LOCATION:**  
From Curitiba (PR) to the border of the states of Santa Catarina and Rio Grande do Sul (17 municipalities)

**LENGTH:**  
412.70 km

**CONCESSION PERIOD:**  
25 years (until 2033)

**MAIN HIGHLIGHTS:**  
Implementation (underway) of 15.9 kilometers of the Third Lane between the municipalities of Mafra, Itaiópolis, and Lages/SC.

## RÉGIS BITTENCOURT

**LOCATION:**  
From São Paulo (SP) to Curitiba (PR)

**LENGTH:**  
389.80 km

**CONCESSION PERIOD:**  
25 years (until 2033)

**MAIN HIGHLIGHTS:**  
Improvements underway on the highway, such as the completion of a grade separation interchange at km 17+600, implementation of frontage roads from km 16,200 to km 17,500 - North and South lanes of the Curitiba North Access, in addition to progress on the reinforcement and widening works for the Special Works of Art of Serra do Cafezal.

## FLUMINENSE

**LOCATION:**  
From Niterói (RJ) to the RJ/ES border, in Campos dos Goytacazes (RJ)

**LENGTH:**  
322 km

**CONCESSION PERIOD:**  
25 years (until 2033)

**MAIN HIGHLIGHTS:**  
The toll road concession maintained an intense pace throughout the year on duplication works for Highway BR 101/RJ between the municipalities of Rio Bonito and Campos dos Goytacazes. The work includes duplicating 176.6 kilometers, of which 126.3 kilometers were completed by 2018 and, of the remaining 50.3 kilometers, 1.7 kilometers were underway at the end of 2019. Other improvements have been made to the highway, such as the completion of three Special Works of Art, grade separation interchanges, in addition to works on wildlife crossings, green bridges and expansion of the Manilha/Barreto stretch, between km 297+500 and km 320+100, which were underway at the close of this Sustainability Report.

## FERNÃO DIAS

**LOCATION:**  
From São Paulo (SP) to Belo Horizonte (MG)

**LENGTH:**  
571.30 km

**CONCESSION PERIOD:**  
25 years (until 2033)

**MAIN HIGHLIGHTS:**  
Conclusion of access improvement work for km 791+630 in the municipality of São Gonçalo do Sapucaí/MG, installation of 18,000 meters of median barriers and implementation of the operating system for the use of the shoulder in Mairiporã/SP.





# Toll Road Concession Overview

## INTERVIAS

**LOCATION:**

North-Central Region of the State of São Paulo (19 municipalities)

**LENGTH:**

380.30 km

**CONCESSION PERIOD:**

28 years (until 2028)

**MAIN HIGHLIGHTS:**

Duplication of Highway SP-147 between km 88+150 and km 104+900 (municipalities of Limeira and Engenheiro Coelho/SP), in an extension of 16.75 kilometers, containing five grade separation interchanges and a bridge at km 93+900. Duplication of Highway SP-191, which was divided into two sections: the first includes duplication between km 49+700 and km 52+700 in the municipality of Araras/SP, and the second section between km 70+200 and km 74+721, in the municipality of Rio Claro/SP, also including the construction of four connections and the implementation of a bridge.



## CENTROVIAS

**LOCATION:**

North-Central Region of the State of São Paulo (12 municipalities)

**LENGTH:**

218.20 km

**CONCESSION PERIOD:**

22 years (until June 2020)

**MAIN HIGHLIGHTS:**

Completion of the road complex on SP-225 in the municipality of Itirapina/SP, which encompassed the implementation of 9.2 kilometers of frontage roads, six kilometers of bike lanes and sidewalks, a foot bridge, a grade separation return ramp and lighting.



## VIAPAULISTA

**LOCATION:**

Interconnection between the regions of Ribeirão Preto, Franca, Araraquara, São Carlos, Jaú and Taquarituba, between the Northeast and Southwest ends of the State of São Paulo.

**LENGTH:**

720 km

**CONCESSION PERIOD:**

30 years (from 2017 to 2047)

**MAIN HIGHLIGHTS:**

Implementation of the São Carlos toll plaza at km 254+374 of Rodovia Engenheiro Thales de Lorena Peixoto Júnior (SP-318); start of construction work on nine User Service Centers (SAU); start of operations for the wi-fi network in the South section, between Araraquara and Riversul, and incorporation of the 316.5 km stretch previously managed by Arteris Autovias, expanding the system to 720 kilometers of highways. In July 2019, the 316.5 km stretch previously managed by Autovias was incorporated into ViaPaulista.



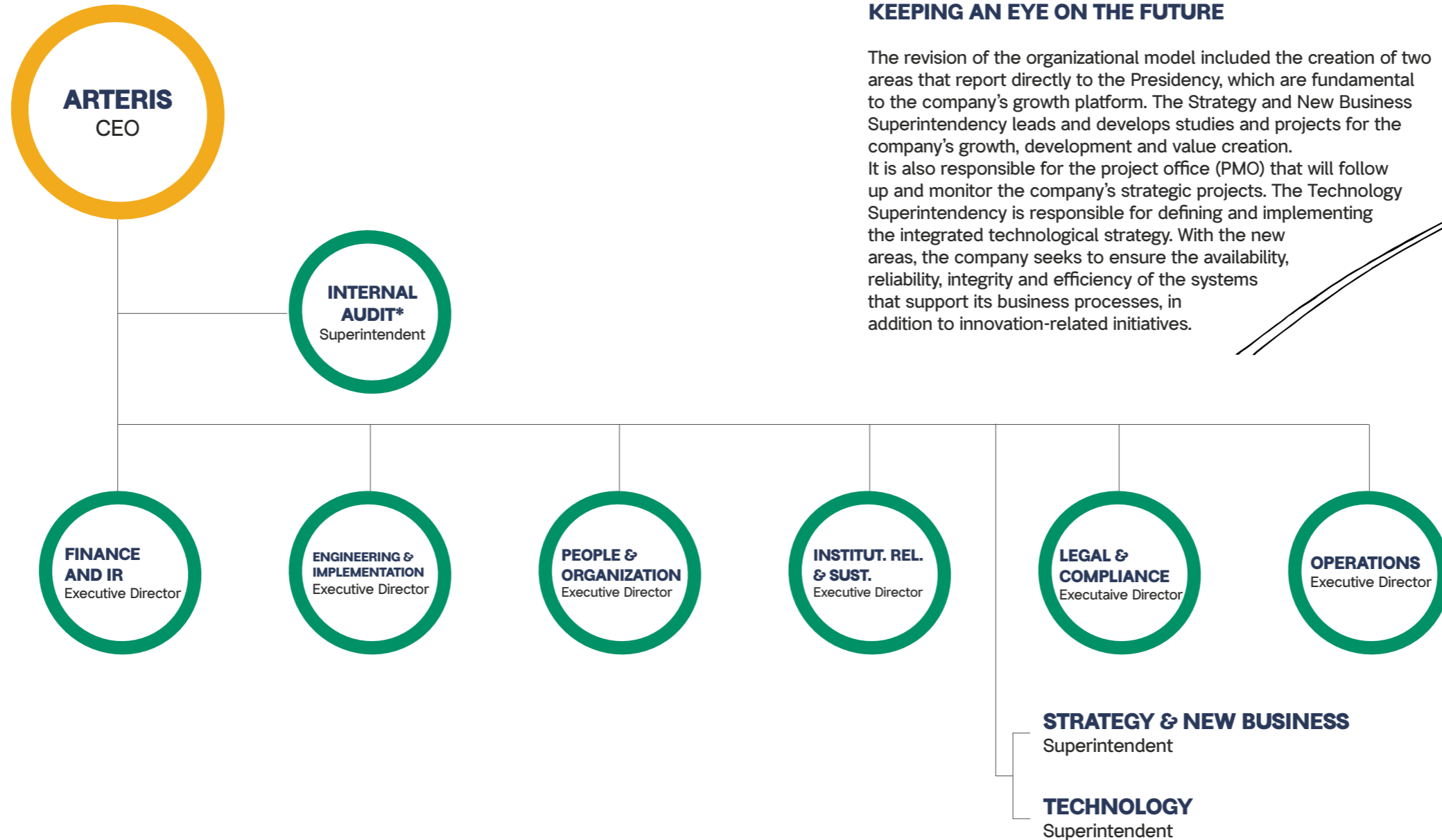
# Governance strategy and management

## A NEW CYCLE FOR THE COMPANY

In search of results that support the company's growth platform, Arteris began a new cycle in 2019, marked by the arrival of Andre Dorf to the Presidency of the company in February of that year, in addition to broad internal realignment. The central point of the changes was the adoption of a functional organizational model, replacing the matrix model in effect to that point.

In general, the new configuration includes six executive boards and two superintendencies directly linked to the Presidency, with specific responsibilities and duties. As a result, major management aspects are centralized and are addressed for standardization and alignment.

The company's objective in adopting this model was to intensify efficiency, operational excellence, agility and simplification actions to face business challenges and continue taking advantage of all opportunities focused on the continuation of Arteris' upward trend as a protagonist in the Brazilian infrastructure sector.



## KEEPING AN EYE ON THE FUTURE

The revision of the organizational model included the creation of two areas that report directly to the Presidency, which are fundamental to the company's growth platform. The Strategy and New Business Superintendency leads and develops studies and projects for the company's growth, development and value creation. It is also responsible for the project office (PMO) that will follow up and monitor the company's strategic projects. The Technology Superintendency is responsible for defining and implementing the integrated technological strategy. With the new areas, the company seeks to ensure the availability, reliability, integrity and efficiency of the systems that support its business processes, in addition to innovation-related initiatives.



## CULTURAL TRANSFORMATION

The new way of operating requires a cultural transformation, which led Arteris to begin the revision of its organizational values in 2019. The process is collaborative and has already included the direct and indirect involvement of more than 300 company leaders. The beliefs and behavior that will guide the work of Arteris professionals on their journey will be expressed in the new organizational values, the study of which was still being validated at the close of this Sustainability Report. The challenge for 2020 is to complete this process and consolidate the new culture throughout the company.

*\*Internal Audit reports functionally to the Board through the Audit and Compliance Committee (CAC). In addition, it reports administrative issues (approval of expenses, budget) directly to the CEO.*

# Governance strategy and management

## GOVERNANCE

The practices followed by Arteris are in line with the best models adopted in Brazil and abroad, and seek to provide robustness to the company's corporate governance structure.



### GENERAL SHAREHOLDERS' MEETING

This is an annual meeting and is held extraordinarily whenever convened.

It is chaired by a representative of the shareholders chosen by those present, who appoints a secretary to assist him.

### BOARD OF DIRECTORS

Meetings are held every six months or whenever called by the CEO or by the majority of its members.

It consists of a minimum of five and a maximum of nine effective members, all with a two-year term and reelection is permitted.

This Board is currently assisted by the following committees: Technical Committee, Audit and Compliance Committee, Mergers and Acquisitions Committee, Human Resources Committee and Financial Committee.

### SENIOR EXECUTIVE BOARD

Meetings are held weekly or whenever necessary and can be convened by any director.

It is composed of seven directors (CEO and directors of the Executive Boards), all with a one-year term and reelection is permitted.

### AUDIT COMMITTEE

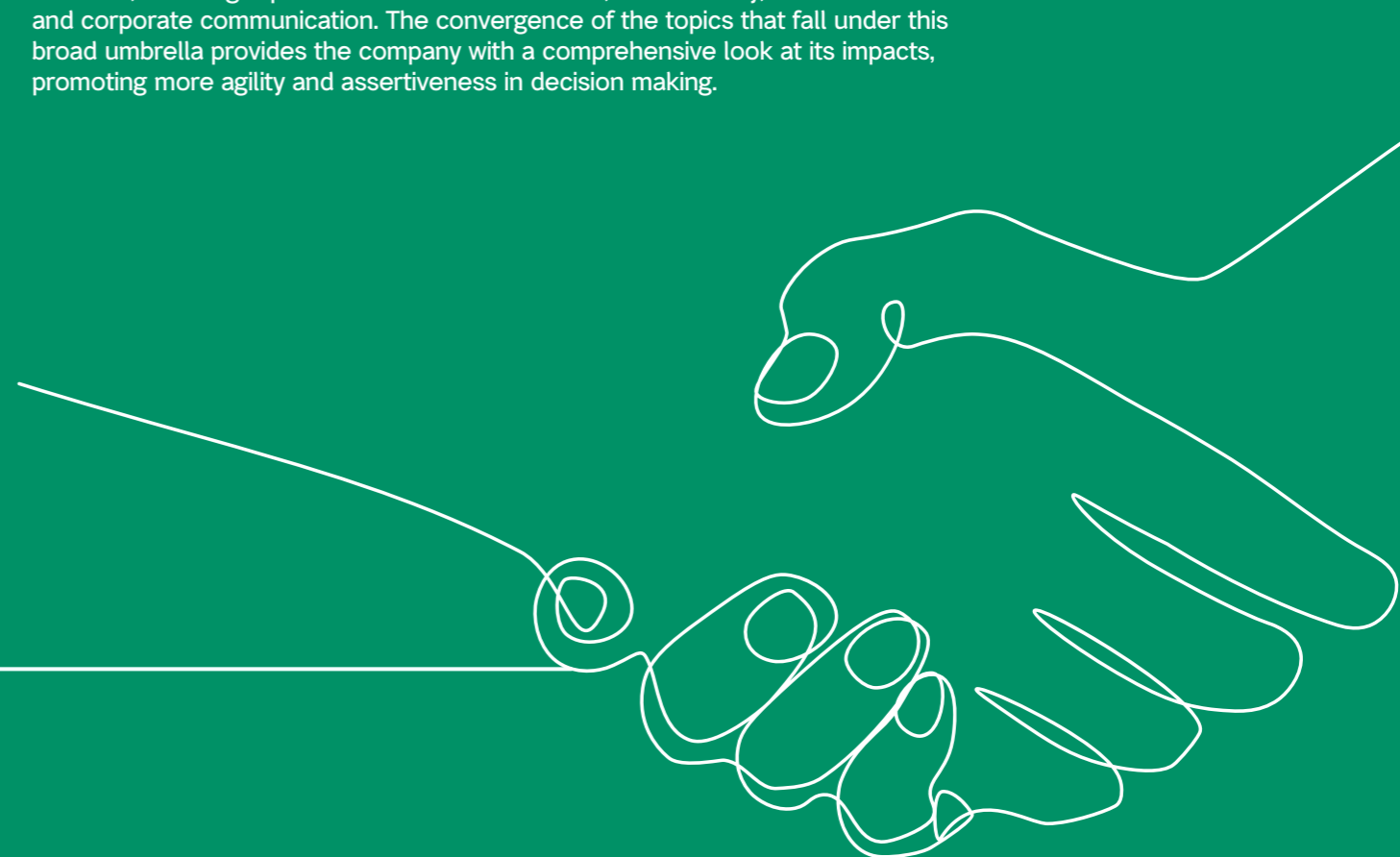
The company has an Audit Committee made up of three effective members and an equal number of alternates, operating in a non-permanent manner, whose installation and duties will comply with Law No. 6.404/76.

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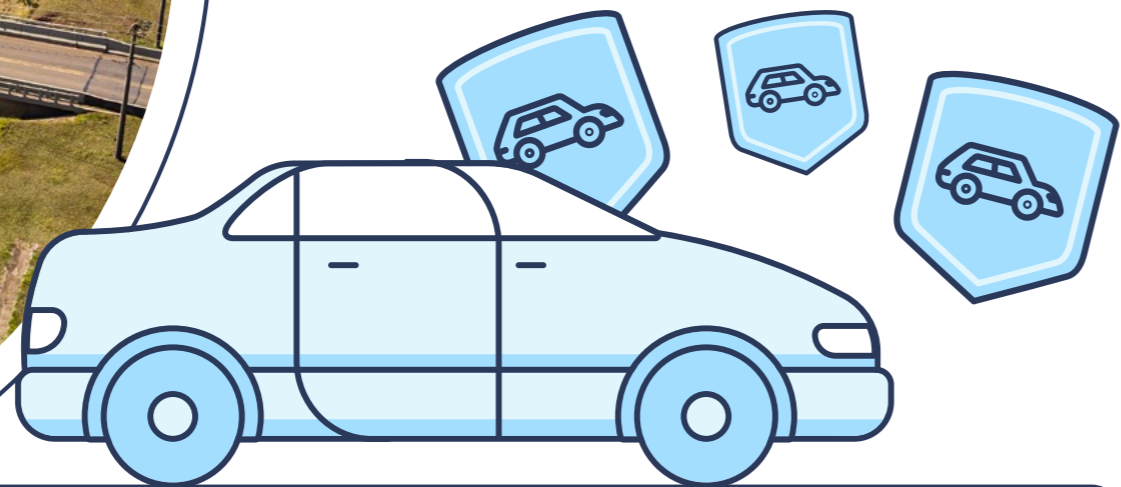
## MANAGEMENT DRIVEN BY VALUE GENERATION

The commitment to sustainability guides decision-making and performance at Arteris, whose main guiding principle is the valorization of the human being. This guideline can be observed in initiatives focused on promoting the safety of people on the managed highways, business continuity, generation of positive socioeconomic impacts for society and environmental conservation. Analyzing the real and potential impacts of its activities and promoting management driven by value generation is at the heart of the company's operations.

The creation of the Institutional Relations and Sustainability Executive Board is part of the cultural transformation that has been underway since the adoption of the new organizational model in 2019. The sum of efforts and expertise results in more cohesion and synergy for the area's operations and for stakeholder relations, covering topics such as the environment, sustainability, ombudsman and corporate communication. The convergence of the topics that fall under this broad umbrella provides the company with a comprehensive look at its impacts, promoting more agility and assertiveness in decision making.



# Governance strategy and management



## NEXT STEPS

To consolidate the governance of this new organizational structure, which is essential to support the execution of the strategy, Arteris is already working to prepare a strategic sustainability plan. The company's Sustainability Policy is currently under review and should be launched in 2020.

The Sustainability area also started the process of listening to the toll road concessions' internal stakeholders to extract information related to each one's social and environmental performance and the perceptions of external audiences. It intends to use this information to identify local demands to better organize and direct initiatives to support social and environmental projects and areas and to strengthen partnerships with external agents that are part of the reality of each location, such as companies and universities.

## PROMOTING ENGAGEMENT

Engagement to raise awareness on traffic safety is a commitment made by the leadership, which must ensure the dissemination of the topic to their teams. The social and educational projects conducted with external audiences (highway customers and surrounding communities, mainly) represent opportunities for stakeholder engagement, in addition to involving employees of the toll road concessions in identifying opportunities and supporting their realization.

As part of this movement, volunteering is encouraged by the company, which has a guideline for activities. An example of a successful initiative is the Lacre Amigo Arteris Program, which establishes collection points for aluminum can tabs in four states where the company operates, to be exchanged for wheelchairs. The program has donated more than 530 wheelchairs since it was created in 2011.

## SAFETY AS A GUIDE FOR DECISION MAKING

The Accident Reduction Program (ARP) is an instrument stipulated in the state highway concession contract and represents another important action for road safety. Prepared and reviewed annually at each toll road concession, the document gathers engineering and awareness actions, procedures to mitigate or minimize priority issues, and engages leadership in the aspect of safety. Arteris' federal toll road concessions have also adopted the ARP as a road safety management tool. Learn more about the ARP in the **Commitment to life** chapter.

## CHANNELS FOR COMMUNICATION WITH TARGET AUDIENCES

In addition to initiatives focused on road safety and greater humanity in traffic, Arteris has listening fronts for different stakeholders among its communication channels. **They are:**



Channels for the internal public: intranet, physical wall, bulletins and corporate TV.



Channels for the external public: press relations, **website, Facebook, Youtube, Instagram, LinkedIn, Twitter,**



Ombudsman (<http://www.arteris.com.br/ouvidoria/>) and toll-free Customer Service available 24 hours a day by phone. Learn more about communication strategy and initiatives in the **People Management chapter.**

# Governance strategy and management

## PUBLIC AND COLLABORATIVE INITIATIVES

The Arteris commitment to sustainability can be exemplified by its support for external initiatives, such as the Decade of Action for Road Safety 2011-2020, an action proposed by the United Nations (UN) to prevent traffic accidents. By undersigning the commitment, Arteris assumed the goal of cutting fatalities in half in the concessions by 2020, based on the year 2010.

The Escola Arteris Project, which trains teachers to encourage students to exercise citizenship and social coexistence and has been developed since 2001 in partnership with Municipal Departments of Education and Education Boards, was part of the catalog of the UN's Good Corporate Practices for the Respect and Support of Children's Rights. During its 18 years of operation, the Escola Arteris Project has already supported the training of more than 18,000 educators, with a direct impact on about 315,000 students (learn more in the **Commitment to life** chapter).

The company is also a signatory to the Business Pact for Integrity and Against Corruption, an initiative of the Ethos Institute that brings together organizations in the quest to eradicate bribery and corruption.

In preparing the strategic sustainability plan, Arteris considers other voluntary initiatives as guidelines for action, such as the UN Sustainable Development Goals (SDGs).

## RISK MANAGEMENT

Risk management at Arteris follows techniques and good practices adopted by the market and by shareholders as well. During the Performance Management Cycle each year, the different scenarios and associated risks are mapped. The impact and probability analysis is used to define the **most critical risks** for the business, for which containment or mitigation measures must be proposed. The methodological references currently used by the company for management and prioritization are ISO 31000 and COSO.

In 2019, the area started work to improve risk management for the purpose of consolidating and bringing together isolated initiatives from the areas and toll roads in a centralized manner, making it possible to take advantage of the synergy between different topics and their related impacts. This action front, for which Arteris is developing its own tool, should be consolidated in 2020.



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*The most critical risks for the business are those associated with regulatory issues, economic topics and compliance.*

*Arteris launched a specific risk management procedure for the latter in 2019 (learn more in the Integrity chapter).*



# Efficiency in operations

Major initiatives in 2019



## EXCELLENCE IN THE PROVISION OF SERVICES AND IDENTIFICATION OF PROFITABLE PROJECTS

- Accountability for the result
- Agility in decisions
- Simplification of processes



## USER FOCUS: WI-FI SOS VIAPAULISTA

- Investment of BRL 25 million
- Users can use their smartphones to request emergency services (mechanical and health) 24 hours a day



## ROAD SAFETY

Arteris has three Emergency Escape Areas, one on Régis Bittencourt and two on Litoral Sul, where implementation of the most recent (km 667.3 of BR-376/PR) required investments of approximately BRL 20 million and involved 134 workers during 8 months of work



## QUALITY AND ENVIRONMENTAL COMMITMENT

- Management System supported by ISO 14001: 2015
- Standardized environmental management procedures at the toll road concessions
- Golden Rules for Protection of the Environment: guidelines for the performance of the company and its employees



**THIS CHAPTER ADDRESSES THE FOLLOWING MATERIAL TOPIC:**

- Growth and profitability

# Efficiency in operations

## GENERATING RESULTS IS CREATING VALUE

Excellence in the provision of services and identification of profitable projects for its shareholders are premises that guide Arteris' operations. To balance the search for results with the delivery of value to society, the company invests in the strategic management of costs and expenses, the best project management practices, the dynamism of its operations and the support areas.

The company has invested in business growth over the years, either through existing concessions or through mapping new opportunities. The revision of the Shared Services Center's operating model was an important step in 2019, integrating operational areas to ensure an agile flow in the internal provision of services to the headquarters and to the toll road concessions (learn more in the **Value Partnerships** chapter). Attitudes like smart spending, accountability for results, agility in decisions and simplification of processes are encouraged by the company.

Another action front that deserves to be highlighted in 2019 was the implementation of the project office (PMO) and the development of the Arteris Portfolio Management (APM) tool, which is sponsored by the Engineering Board. These are initiatives that aim to promote continuous evolution in project management processes, using more effective planning and control tools to support the execution of demands and meet cost and quality assumptions within the agreed terms. APM, a tool developed exclusively for Arteris, will be implemented throughout 2020 and will initially allow the consolidation of projects conducted by the Engineering and Implementation, Information Technology and Strategy areas.

## GENERATION AND DISTRIBUTION OF ECONOMIC VALUE

The generation and distribution of economic value provides a basic indication of how an organization generates wealth for stakeholders. Responsible for investments focused on improving, expanding, conserving and operating highways, Arteris plays an important role in the Brazilian highway infrastructure sector, within the scope of the concession programs of the Government of the State of São Paulo and the Federal Government.

In 2019, Arteris generated a consolidated value added of **BRL 1.2 billion**.

## VALUE ADDED DISTRIBUTION (DVA)



**BRL 4.1 BILLION**  
Revenue from the provision of services



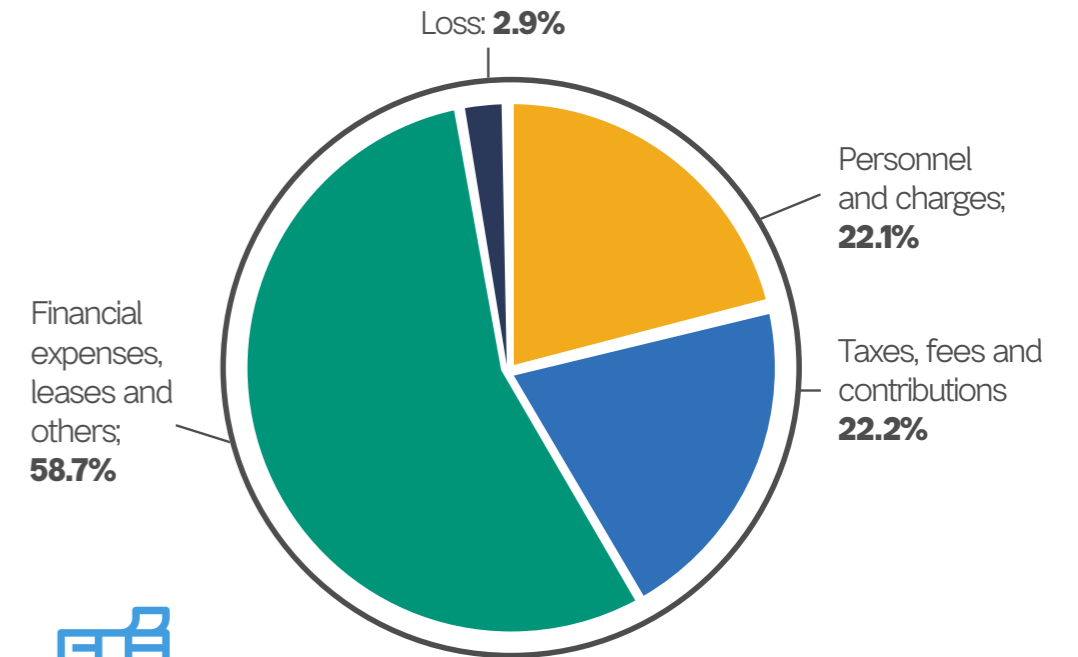
**BRL 3.0 BILLION**  
concession and construction costs, materials and consumer goods, third party services and depreciation and amortization



**BRL 147.6 MILLION**  
dividends, capitalized interest and other financial income



**BRL 1.2 BILLION**

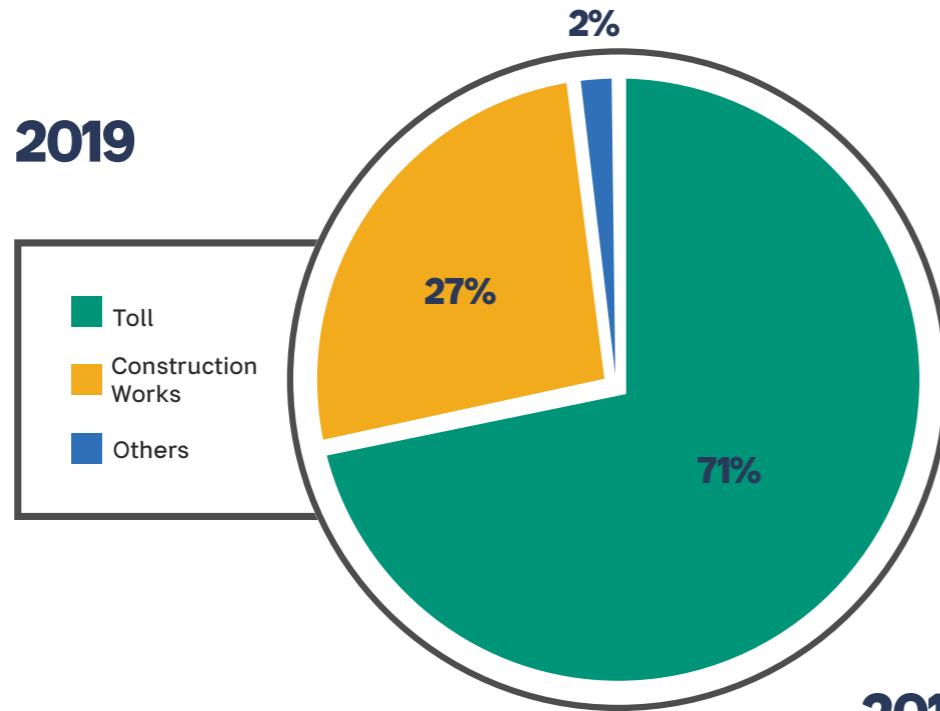


# Efficiency in operations

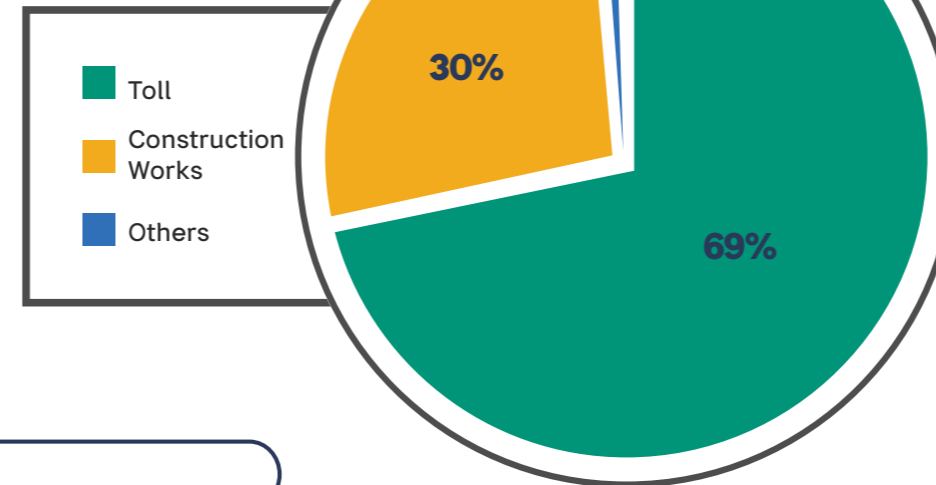
## GROSS REVENUE AND EBITDA DEVELOPMENT

In 2019, Arteris recorded gross revenue of BRL 4.1 billion, an increase of 0.2% over the previous year. The operating result, represented by EBITDA, totaled BRL 1.49 billion in 2019, an increase of 19.4% compared to 2018 when it totaled BRL 1.25 billion. Adjusted EBITDA, which purges the effect of the maintenance provision, since it has no cash effect, increased by 10.3%, totaling BRL 1.86 billion compared to BRL 1.69 billion in 2018. As a result, the Adjusted EBITDA margin\* climbed from 64.6% in 2018 to 67.7% in 2019. This evolution is in line with the reconstitution of tariffs and traffic recovery, in addition to improvements in the management of the company's cash costs and the beginning of toll collection at the new plazas of the ViaPaulista toll road concession.

\* The EBITDA Margin considers Net Operating Revenue excluding Construction Revenue.



## 2018



## EBITDA AND ADJUSTED EBITDA (IN THOUSANDS OF BRAZILIAN REAIS)

	2019	2018	Var%
<b>NET OPERATING REVENUE</b>	3,863,498	3,855,913	0.2%
<b>Costs and Expenses (excl. deprec. and amortization)</b>	-2,364,952	-2,601,333	-9.1%
<b>EBITDA<sup>1</sup></b>	1,498,546	1,254,580	19.4%
<b>EBITDA Margin*</b>	54.5%	48.0%	6.4 p.p.
<b>(+) Provision for road maintenance</b>	362,890	432,660	-16.1%
<b>Adjusted EBITDA<sup>2</sup></b>	1,861,436	1,687,240	10.3%
<b>Adjusted EBITDA Margin*</b>	67.7%	64.6%	3.1 p.p.

<sup>1</sup>EBITDA: a measure of operational performance given by Earnings before Interest, Taxes, Depreciation and Amortization. EBITDA is not a measure used in accounting practices and also does not represent cash flow for the periods presented, and thus should not be considered as an alternative to cash flow for indicating liquidity. EBITDA has no standardized meaning and, therefore, cannot be compared to that of other companies.

<sup>2</sup>This considers the adjustments related to reversals of the provision for highway maintenance (accounting pronouncement ICPC 01). The Company believes that adjusted EBITDA is the best representation of its operating cash generation, since the provision for maintenance is a significant item that has no cash effect on the income statement for the year.



# Efficiency in operations



## INVESTMENTS IN 2019

Considering all improvement and maintenance interventions, Arteris made investments in the amount of BRL 1.5 billion in 2019. The amount represents a 10.8% reduction compared to 2018, when BRL 1.7 billion were invested. Of the total investments in 2019, 64.4% were made in federal toll road concessions.

## IMPROVEMENT IN MAINTENANCE AND CONSERVATION MANAGEMENT

The investments made by Arteris to maintain and conserve highways are fundamental to improve traffic conditions and offer comfort and safety to the people who travel on them. To guide these investments, the company follows guidelines, strategies and procedures defined by the Maintenance and Conservation Board. The area, created in 2019, reports directly to the Operations Executive Board and its purpose is to identify opportunities for contract improvements with a focus on profitability, quality analysis and control, material development and analysis.

The creation of the Maintenance and Conservation Board resulted in greater proximity to the Pavement, Conservation and Works of Art areas, stimulated by discussion forums that bring together managers and coordinators focused on solving problems and sharing good practices. Interactions with the Compliance area have also been intensifying, which is essential to ensure integrity in relations with suppliers and the granting authority.

The Executive Board's focus in 2020 is to promote a detailed review of the procedures to improve the prioritization processes and reduce risks in the projects, generating sustainable results for the company.



## A STRATEGIC APPROACH TO PAVEMENT

One of the main challenges for the Maintenance and Conservation Board is the management of activities related to pavement. This is a strategic investment front for the company, since it represents most of the maintenance and conservation works, involves substantial amounts and is reflected in an important indicator of customer satisfaction (road user): the highway conditions. Through a centralized investment management model, the toll road concessions' field information is entered in an integrated system, allowing up to 30-year projections (physical and financial). This important process supports the operations conducted by the toll road concessions.

# Efficiency in operations

## TECHNOLOGY FOR SAFETY

As a result of investments of around BRL 25 million, Arteris began operating the SOS ViaPaulista Wi-Fi network in September 2019, which allows smartphones to be used 24/7 when requesting mechanical and health services. The technology is available in the stretch between Araraquara and Itaporanga and is being implemented in the regions of Ribeirão Preto, Franca and São Carlos. The platform is compatible with Android and iOS operating systems and can be accessed over the internet (from the free Wi-Fi network available) or through the SOS ViaPaulista application, which is also free.

Arteris seeks to use this technology to offer the highway user a safer, more agile and innovative alternative to contact the company's operational network. The use of the wi-fi network can avoid lane changes to use the call boxes and eliminates the dependence on the telephone signal from the operators. Available services include light and heavy tow trucks and pre-hospital care.

The project for the implementation of the wi-fi platform began in 2017, when Arteris won the auction for the Rodovias dos Calçados lot and created ViaPaulista, taking over 285 kilometers of highways that connect the central and southwest regions of the State of São Paulo. To make this happen, the company installed more than 450 poles on the road network to propagate the wi-fi signal, whose connection also extends to the surrounding highways in the region.



In November 2019, Arteris Litoral Sul inaugurated a second Emergency Escape Area on BR-376/PR, which integrates the main highway corridor in southern Brazil, connecting the states of Paraná and Santa Catarina, at km 667.3 in the municipality of Guaratuba, Paraná.

## WATCH THE VIDEO



Images from the Régis Bittencourt CCTV monitoring system



## EMERGENCY ESCAPE AREA: MORE SAFETY WHEN COMING DOWN THE MOUNTAIN

The Emergency Escape Area is an important device to increase road safety, which assists in braking vehicles with mechanical problems, such as brake loss, for example. The solution, which is already a reality in two toll road concessions managed by Arteris (Régis Bittencourt and Litoral Sul), has contributed to the reduction of accidents in mountain stretches, especially those used by heavy vehicles.

The structure is planned with an access lane directed to a box with a depth of up to 1.1 meters - filled with expanded clay pellets, similar to that used in potted plants. The logic is similar to that applied to gravel boxes on motor racing tracks and reduces the vehicles speed to zero, minimizing possible

material damage and preserving the physical condition of the drivers.

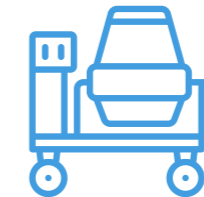
Altogether there are three emergency escape areas - one on Régis Bittencourt and two on Litoral Sul. **The newest of them was inaugurated in 2019 on Litoral Sul** and has a special feature: two overhead cranes on rails along the entire length of the area, with a capacity for handling up to 70 tons of cargo. In practice, the automated equipment is designed to speed up the movement and removal of vehicles that enter the area, optimizing operation and release.



Emergency Escape Area Project implemented in 2019 on Litoral Sul demanded investments of around **BRL 20 MILLION**



The work lasted 8 months and involved **134 WORKERS**



A total of **317,000 KG** of steel, **21,000 M<sup>3</sup>** of backfill with rocks, **1,268 METERS** of piles and **2,795 M<sup>3</sup>** of concrete were used



Since they were deployed, 279 entrances have been registered by the Arteris monitoring cameras in the Emergency Escape Areas of the Régis Bittencourt and Litoral Sul highways, which helped to save more than **400 LIVES.**

# Efficiency in operations

## SECTORIAL RANKINGS: ALLIES OF CONTINUOUS IMPROVEMENT

Results of surveys on highway conditions conducted with their users, indicated in **sectorial rankings**, work as important inputs for Arteris to understand the sensitive issues that may eventually affect the relationships with its stakeholders. These data are added to the perceptions extracted from the dialogue channels provided to the external public, such as the Ombudsman (learn more about this channel in **Commitment to life**) and social networks.



**FIVE STRETCHES** of highways managed by Arteris are among the **TOP 20** in the ranking of the Brazilian National Confederation of Transport (CNT), which assesses pavement conditions, signage and lane geometry. They include: Centrovias, Intervias, ViaPaulista, Fernão Dias and Régis Bittencourt



*Regulatory bodies such as the National Land Transport Agency (ANTT) and São Paulo State Transport Agency (Artesp), in addition to the National Confederation of Transport (CNT), apply periodic satisfaction surveys that provide the users' views of the services provided by the toll road concessions.*

## TOLL ROAD CONCESSION OF THE YEAR AWARD

Recognition for the services provided is also reflected in the Toll Road Concession of the Year Award, an initiative by Artesp that has been comprehensively evaluating the performance of the toll road concessions since 2014 and values actions and results that go beyond the contractual requirements. The award is given in six categories: Relationship with Society, Efficiency of Operational Services, Highway Improvements, Road Safety, User Choice and Innovation.

In the 2018 edition, Autovias ranked 4th in the User Choice category and 5th in the Highway Improvements category. Centrovias, on the other hand, took 3rd place in two categories - Road Safety and User Choice -, and 4th place in Highway Improvements. In the same edition, Intervias ranked 4th in Innovation. The results of the 2019 edition had not yet been released upon closure of this Sustainability Report and will be published in due course on the Artesp website: <http://www.artesp.sp.gov.br/>.

## ENVIRONMENTAL MANAGEMENT AT ARTERIS TOLL ROAD CONCESSIONS

Arteris contemplates the environmental impacts (real and potential) of its operations and guides its practices using a Management System based on the ISO 14001: 2015 standard, which covers aspects such as water, energy, emissions, fauna, flora, waste and environmental compliance, among others. Centralized management, with reporting by the toll road concessions' teams to the corporate area, was one of the changes that occurred in 2019 as a result of adopting the new organizational structure.

The change encompasses a new way of assessing and monitoring these aspects, which has allowed an even closer, more systematic and accurate tracking of the adopted indicators. During the period, the consolidation of an environmental non-conformity management system stands out, the development of which has mobilized environmental teams since 2018, and represents an important gain in standardization and efficiency of processes related to this topic. The system is already considered one of the main tools for environmental management at Arteris, with around 400 registered works and more than 350 active users divided into about 300 teams, covering the entire geographic extension of the toll road concessions.

Arteris also adopted a system for monitoring environmental legal requirements. The change represents a reinforcement of compliance, especially when considering the importance of improving control of compliance with legal requirements at the federal, state and municipal levels and also of contractual environmental obligations, in addition to the large number of environmental licenses and conditions to be met by the toll road concessions.

Another important improvement point was the hiring of a single specialized company for the environmental

supervision routines across all toll road concessions, which made it possible, in a standardized and efficient way, to monitor the field activities related to the implementation, maintenance, conservation and operations conducted by internal and outsourced teams. This format allows the teams to actively participate in the verification of activities and guidance on environmental standards.



## GOLDEN RULES

The Golden Rules for Protecting the Environment express the prioritization of protecting natural resources in the company's activities, guiding the work of employees on the topic. They include:

- 1)** Do not cut or allow vegetation to be cut or intervene in rivers, springs and hilltops without prior formal authorization from the Environment sector.
- 2)** Do not execute or allow the execution of any works or services in disagreement with the design approved by the Environment sector.
- 3)** Never discard or remove any type of waste or material outside the areas authorized by the Environment sector.
- 4)** Do not dispose of or allow the disposal of waste into the sea, rivers, streams, lakes and ponds.

# Efficiency in operations

## ENERGY CONSUMPTION WITHIN THE ORGANIZATION IN 2019 (IN KWH)\*

Natural gas consumption (methane)	123,533.79
Biodiesel consumption (except that consumed by the vehicle fleet)	21,501.00
Fuel consumption by the vehicle fleet (except biodiesel)	6,898,532.45
Diesel oil consumption by the vehicle fleet	3,462,873.49
Gasoline consumption by the vehicle fleet	1,268,640.20
Consumption of other fuels by the vehicle fleet	2,167,018.76
Other LPG consumption	66,608.35
Electricity consumption	28,003,941.21

\*Data from previous years were not included in this Sustainability Report due to a change in the indicators' reporting method, which now follows the Enablon standard, the software adopted by Arteris for quarterly reporting to Abertis. However, they are still available for consultation on the [company's website](#).

## WATER CONSUMPTION BY SOURCE IN 2019 (IN M<sup>3</sup>)\*

Water from wells	82,298.75
Water from rain collection reservoirs	2,848.30
Water consumption from own sources	85,147.05
Water consumption from a utility company	14,547.86
Total annual water consumption	99,694.91

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## WASTE MANAGEMENT

The generation and disposal of waste receives special attention in managing the impacts of operational activities at Arteris. In 2019, the company invested to improve the control of this aspect, through the review of contractual drafts composed of environmental guidelines as well as standards and procedures intended to standardize the processes related to waste management, in line with the company's Environmental Management System.



# Efficiency in operations

## TOTAL WEIGHT OF NON-HAZARDOUS WASTE, BROKEN DOWN BY TYPE AND DISPOSAL METHOD (TONS)\*

	Waste generated	Waste recovered, reused and/or recycled	Waste sent to landfill	Waste subjected to other treatments
Paper and cardboard packaging	9,772.70	2,060.00	4,810.00	0.00
Plastic packaging and cans	328,289.70	0.00	1,420.00	0.00
Tires and rubber debris	487,612.00	80,230.00	0.00	245,977.00
Mix of concrete, bricks etc.	243,000.00	0.00	243,000.00	0.00
Timber from construction works	692,535.40	8,021.40	233,750.00	0.00
Mixed metals (scrap)	2,613.50	2,613.50	0.00	0.00
Construction and demolition waste	6,445,906.00	0.00	5,872,467.00	0.00
Paper (including confidential, tickets and card)	73,903.68	30,494.68	11,337.00	0.00
Glass	9,212.68	6,204.68	1,840.00	0.00
Electronic equipment	500.00	500.00	0.00	0.00
Wood	63,933.00	0.00	0.00	0.00
Plastic	66,144.40	18,178.40	6,135.00	0.00
Scrap (air conditioning and fire extinguisher)	710,157.00	115,538.00	831.00	0.00
Gardening debris	279,781.00	0.00	238,396.00	0.00
Household waste (garbage)	3,549,824.76	0.00	3,375,955.76	0.00
Biological sewage sludge (septic tanks)	2,072,250.00	250,600.00	1,370,110.00	53,860.00
Others	2,203,485.65	0.00	875,276.00	1,160.00
<b>Total Non-hazardous Waste</b>	<b>17,238,921.46</b>	<b>514,440.66</b>	<b>12,235,327.76</b>	<b>300,997.00</b>

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## TOTAL WEIGHT OF HAZARDOUS WASTE, BROKEN DOWN BY TYPE AND DISPOSAL METHOD (TONS)\*

	Waste generated	Waste recovered, reused and/or recycled	Waste sent to landfill	Waste subjected to other treatments
Toner	36.07	0.00	36.07	0.00
Used oil	12,286.21	0.81	4,680.00	3,680.00
Contaminated metal and plastic packaging	10,250.00	0.00	10,250.00	0.00
Fuel filters	64.00	0.00	0.00	0.00
Electrical and electronic equipment	29.00	0.00	0.00	0.00
Alkaline and mercury batteries	11.00	0.00	0.00	0.00
Land contaminated with diesel oil	13,070.00	0.00	9,480.00	3,590.00
Fluorescents lamps and bulbs	993.10	170.51	807.59	0.02
Batteries and accumulators	265.00	0.00	265.00	0.00
WEEE	821.56	0.00	821.56	0.00
Others	597,726.35	0.00	585,804.05	9,820.60
<b>Total Hazardous Waste</b>	<b>643,729.01</b>	<b>171.32</b>	<b>618,724.27</b>	<b>17,370.62</b>

\*Data from previous years were not included in this Sustainability Report due to a change in the indicators' reporting method, which now follows the Enablon standard, the software adopted by Arteris for quarterly reporting to Abertis. However, they are still available for consultation on the [company's website](#).

# Commitment to life



## PREMISES OF ARTERIS' OPERATIONS

- Right to come and go safely
- Generation of jobs and income in the regions
- Educational actions ⇒ focus on greater humanity in traffic
- People management practices that promote safety, appreciate quality of life and diversity in the workplace
- Management of the impacts of operational activities on the environment



## ESCOLA ARTERIS AND VIVA MEIO AMBIENTE PROJECTS

- Alignment with the pillars of Education for the 21st Century by UNESCO: learning to know; learning to do; learning to live together and learning to be
- Practices focused on citizenship, traffic safety and mobility
- **664** schools, **315,395** students, **18,231** teachers in **156** cities in **18 years** of operation



## VIVA PROGRAMS

- Includes companies, cyclists, motorcyclists, pedestrians, passengers, drivers of light and heavy vehicles and the community
- Initiatives tailored to the needs and vulnerabilities of each audience
- More than **347,000** people have participated since 2006



## FATALITIES REDUCED BY 5% IN 2019



Presence of **CAMERA MONITORING IN ALL TOLL ROAD CONCESSIONS**, which allow real-time tracking of the highways



### THIS CHAPTER ADDRESSES THE FOLLOWING MATERIAL TOPICS:

- Security
- People
- Relationships and dialogue

# Commitment to life

## LIFE COMES FIRST

Arteris invests in promoting the safety for all audiences impacted by the operations, whether in connections to guarantee neighboring communities the right to come and go safely, or in educational and public awareness actions for promoting greater humanity in traffic. The delivery of value to society also occurs through the generation of jobs and income, which drives regional development; people management that encourages quality of life and diversity in the workplace; and the management of the impacts of operations on the environment, both to minimize or mitigate the negative ones and to potentiate positive impacts.



## COMMITMENT TO ROAD SAFETY

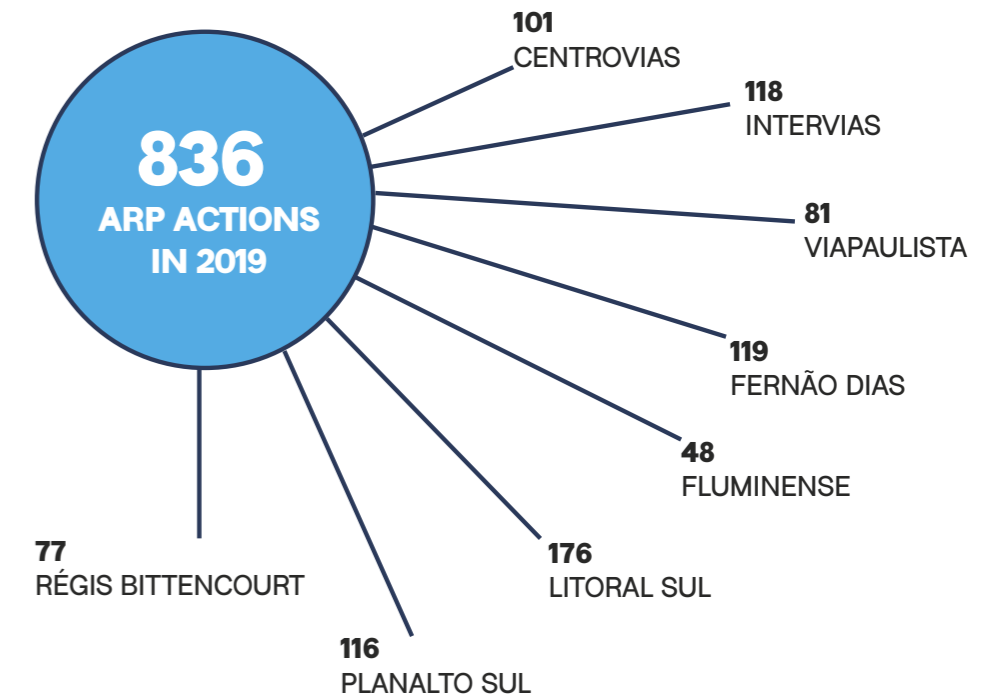
The main indicator for road safety management is the number of fatalities in highway accidents. Seeking the “zero” index in this regard is a priority for Arteris. And this failure to accept each fatality is what drives the initiatives and debates that result in joint actions structured with other players in the sector.

One of the public commitments signed by the company is the United Nations (UN) Decade of Action for Road Safety 2011-2020. By undersigning the initiative, Arteris assumed the goal of cutting fatalities in half in the concessions, considering 2010 as the base year. This consolidated index was 46% in 2019.

The **Accident Reduction Program (ARP)** is among the instruments for planning and controlling actions focused on reducing fatalities. Reviewed annually, the plan includes support for inspection in partnerships with organizations such as the Federal Highway Police and Military Police, as well as actions on three main fronts: Engineering, bringing together initiatives focused on lighting, installation of safety and signaling devices, for example; Operational, which involves approaches, meetings and training with stakeholders; and Education, which includes awareness campaigns.



*In 2019, 836 ARP actions were conducted at Arteris, considering all of the company's concessions*



# Commitment to life

## ROAD SAFETY NUMBERS AT ARTERIS

Considering all the highways managed by Arteris, there was a 5% reduction in fatalities in 2019, despite the 1% increase in the number of accidents. The main causes of fatalities are: pedestrians being run over, rear-end collision, frontal collision, shock and overturning.

In 2018 and 2019, there was a major mobilization in the company to reduce the number of pedestrians being run over. Although this is not the most recurrent type of accident, it is the type that most results in injured victims or fatalities. Actions such as Viva Pedestre contributed to the reduction of this type of accident: 28% less in 2019, compared to 2018.

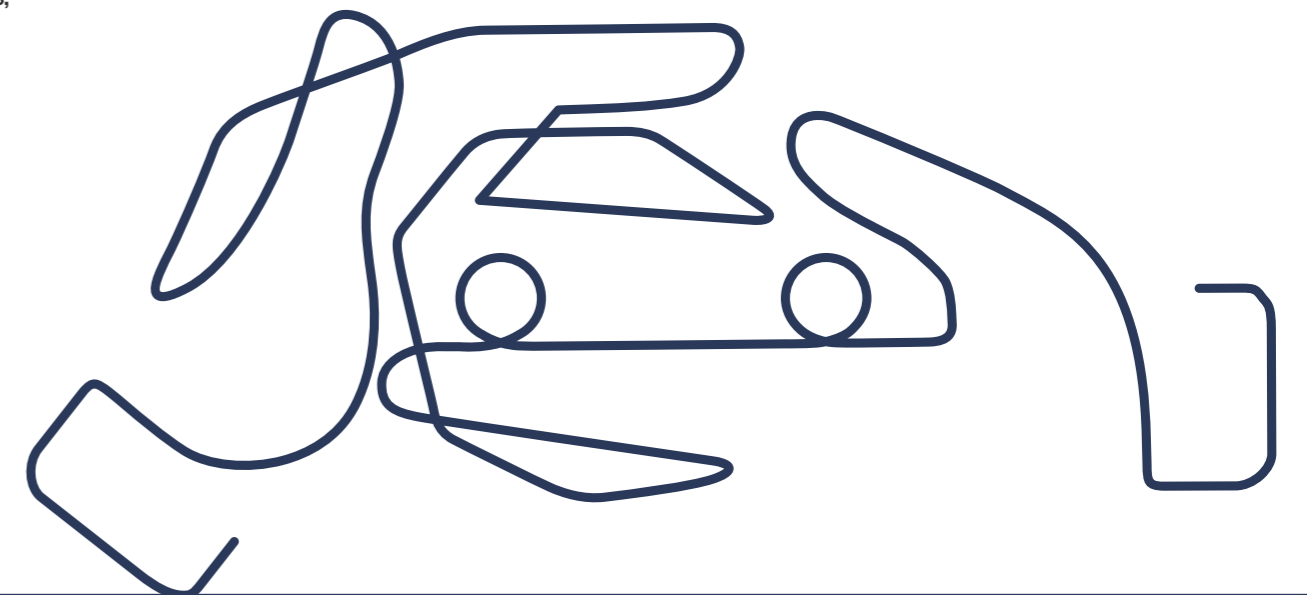


## GREATER HUMANITY IN TRAFFIC

In its operations, Arteris relates directly with two main groups of stakeholders: the public that travels its highways, in their different profiles – drivers of light or heavy vehicles, cyclists, motorcyclists, pedestrians and passengers –, and the neighboring communities, which mainly comprise surrounding residents, companies and schools. The mapping of these stakeholders and the assessment of which relationship strategy should be adopted come from collaborative work that is supported by the areas, especially the operational ones, to identify the demands of each location.

As a result of this work, the company maintains a social investment policy that guides awareness actions on road safety, initiatives focused on health and well-being and environmental education. The main programs on this front are the Escola Arteris Project, Viva Meio Ambiente Project and the Viva Programs.

The company also invests in partnerships with city halls, municipal departments, federal and state highway police departments and other organizations that work for the safety of highway users and civil society as a way to ensure an operation focused on the commitment to life, whether in inspection actions, support for safety campaigns and education. An example of a partnership is the “Respect for Life” program created in 2015 by the government of São Paulo, in conjunction with city halls and state agencies, such as the São Paulo State Traffic Department (Detran) and the Public Security Secretariat.





# Commitment to life

## ESCOLA ARTERIS AND VIVA MEIO AMBIENTE PROJECTS

Committed to its responsibility to promote road safety and convinced that education is the main way to transform a society, Arteris invests heavily in educational programs in its areas of operations. Through the Escola Arteris Project "Educate to Humanize Traffic" and Viva Meio Ambiente Project "Learn, protect and live", the company puts its strategy into practice to achieve its main objective: the preservation of life. The initiatives assume that young people are the protagonists of social change and are aligned with the four pillars of Education for the 21st Century, proposed by Unesco: learning to know; learning to do; learning to live together and learning to be.

The results are expressive. In 18 years of operation, the projects have already directly impacted more than 300,000 students, trained 18,000 teachers in more than 660 municipal and state public schools. Going beyond the numbers, the contribution to reducing highway accidents is undeniable. By working with values and developing full citizenship, the programs are right to promote behavioral change with a focus on children and young students, who reverberate new attitudes towards their families and society. Thus, Arteris gains important allies in building a safer environment for all.



CLICK AND LEARN MORE

In 2019, actions of the Escola Project followed the theme "Focus against Distraction". All materials produced and training conducted were focused on encouraging mindfulness in traffic, in response to an increasingly challenging scenario, in which the lack of attention from drivers, pedestrians, cyclists, motorcyclists and passengers is a major cause of serious and fatal accidents. The initiatives of the Viva Meio Ambiente program followed the theme "Think, Repense, Act, React", with environmental education practices.

Upon reaching maturity, after 18 years of experiences and transformations, the projects are preparing for new levels. As of 2020, Arteris intends to expand the reach of both the Escola Project and Viva Meio Ambiente, through a platform for a traffic and environmental education program in a virtual environment. The intention is to include other schools, in other territories, scaling the training of an increasing number of children, youth, adults and teachers for the transformation of society. With virtual learning, gamification and hybrid learning resources, the programs can be offered in other places, regardless of the presence of Arteris in the territory.



18 YEARS of operation



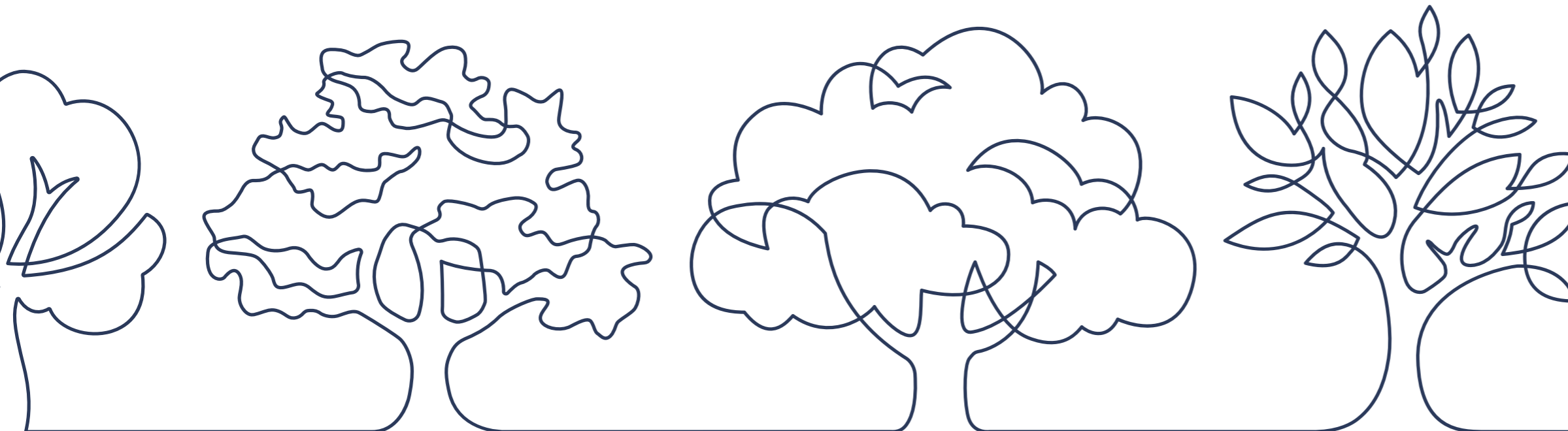
MORE THAN 660 public schools



More than 18,000 EDUCATORS



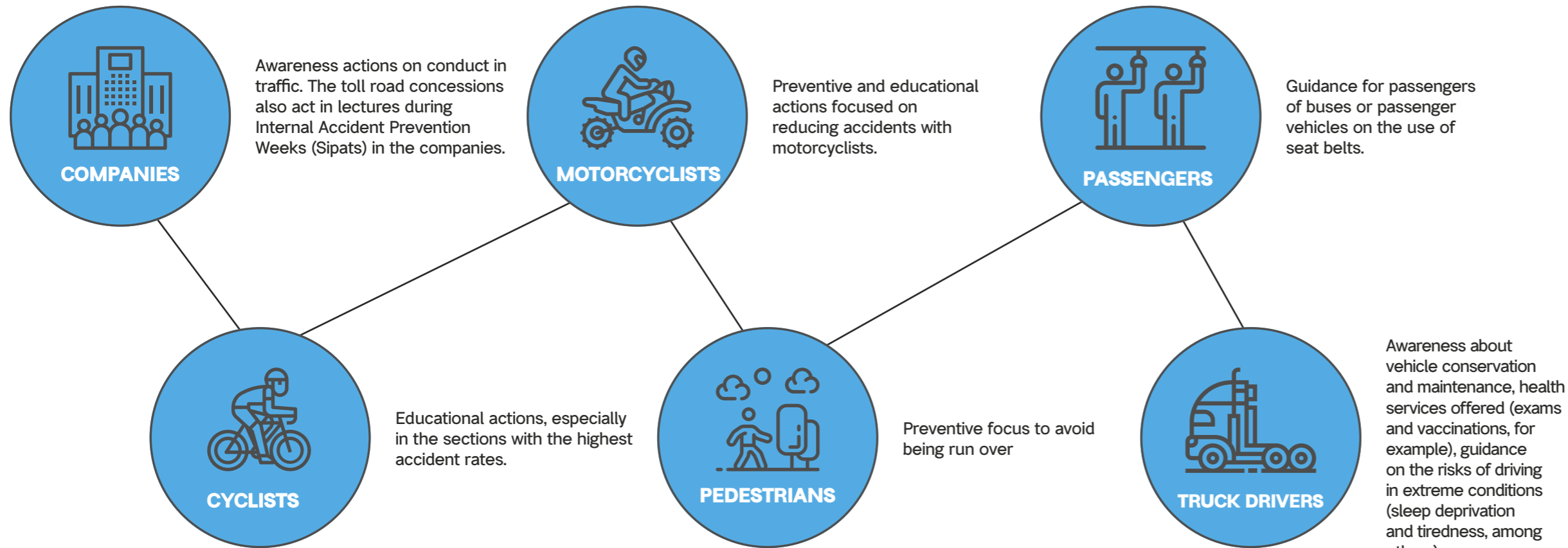
About 315,000 STUDENTS



# Commitment to life

## VIVA PROGRAMS

Another action front is the Viva Programs, conducted according to the needs and vulnerabilities of each target audience.



## VIVA PROGRAMS IN 2019

Programs	Stakeholder	Participants	Number of actions
Viva Ciclista	cyclists	5,506	20
Viva Pedestre	pedestrians	10,344	122
Viva Seguro	companies	4,935	72
Acorda Motorista		3,577	49
Serra Segura	truck drivers	9,159	173
Saúde na Boleia		2,446	8
Rodo Seguro		137	3
Tô de cinto, tô seguro	passengers	11,373	81
Viva Motociclista	motorcyclists	2,378	28
Viva Comunidade	community	14,450	8
<b>TOTAL</b>		<b>64,305</b>	<b>564</b>

# Commitment to life

## WORKPLACE SAFETY CULTURE

Arteris has a Management System focused on preventing workplace accidents and caring for the health of its employees and service providers. The approach, influenced by the good practices of the company's shareholders, promotes the identification of risks in the work environment and awareness and justifies the adoption of control actions directed at employees and service providers, in compliance with applicable legislation and the company's Safety Policy.

The promotion of engagement for safety is supported by tools such as the Daily Workplace Safety Plan (PDST), a document that is part of the pre-work meeting for construction and service teams, for the purpose of identifying possible risks at the operating site and propose safety barriers to prevent accidents; and the Safe Work Observation (OTS), which acts as a guide for visits by directors and managers to the areas. The safety topic is included on the agenda of the Executive Board Meetings, highlighting the importance of the matter for the company's top management.

All employees are represented in the Internal Accident Prevention Commissions (CIPAs) at each toll road concession.



Arteris follows the tradition of promoting the health and quality of life of its employees, encouraging a culture of prevention and the adoption of healthy habits. In line with this commitment, the 1st Arteris Health Week was held in 2019. The program included activities, lectures and conversations focused on disseminating the concept of comprehensive health and the importance of seeking a balance between the physical, financial, family, emotional and social dimensions of health.



## PROVEN GOOD PRACTICES

In 2019, data from a safety culture assessment survey conducted with all Abertis Group companies at the end of the previous year were consolidated, which included items such as risk assessment, leadership involvement and training. At Arteris, the survey involved direct and indirect employees and highlighted the points to which management devotes more attention: 99% of work fronts are covered by tools such as PDST and OTS. In the general classification of the Group's companies, Arteris came in second place for the good practices applied.

## MORE FOCUS ON CRITICAL TASKS

In 2019, new safety procedures and instructions were instituted for critical tasks (which imply the risk of serious accidents involving employees working in activities along the highways), after a rigorous review conducted the previous year at all toll road concessions. The project involved the commitment of all leadership to consolidate and ensure the implementation of the defined measures throughout all Arteris operations. Training on critical tasks was conducted throughout the year for more than 9,500 people, including employees and third parties (see more in **Reinforcing the training on safety measures, in the Skills development** chapter).

## WORK SAFETY FIGURES

Arteris recorded a 75% reduction in the frequency of accidents with lost time in the last five years. In 2019 alone, the reduction was 5% when compared to 2018. See other workplace safety indicators below.

↓ 2019: **REDUCTION OF 5%** in the lost time injury frequency rate

	Men	Women
<b>Number of work-related accidents recorded in 2019*</b>	21.0	28.0
<b>Number of work-related accidents with leave</b>	11.0	17.0
<b>Number of high-consequence work-related accidents</b>	0.0	0.0
<b>Hours worked per year</b>	4,225,492.7	3,878,916.3
<b>Days lost</b>	<b>205.0</b>	<b>143.0</b>

*\*Data from previous years were not included in this Sustainability Report due to a change in the indicators' reporting method, which now follows the Enablon standard, the software adopted by Arteris for quarterly reporting to Abertis. However, they are still available for consultation on the **company's website**.*

# Commitment to life

## RELATIONSHIP WITH STAKEHOLDERS

Efficient, sustainable and safe management of highways and businesses, in harmony with the development of the communities where Arteris operates, requires the management of stakeholder relations to prioritize transparent communication. Listening is the starting point for this management, which has an important channel in the Accident Reduction Plan (ARP). The construction of the document involves consulting the stakeholders, which can lead to the development of engineering projects to improve health conditions and actions on traffic awareness and education.

The Joint Working Groups (GPT), forums that bring together representatives from different sectors of society and regulatory bodies to discuss issues related to the concessions, represent another interaction front between stakeholders. Arteris encourages engagement for social issues, the practice of citizenship and the interaction of its employees with other target audiences, as is the case with visits by students participating in the Escola Project and visits by various interest groups to the sites of the **Contorno de Florianópolis** work. Twenty-one internal visits were conducted in 2019 with the participation of 498 students from the Escola Project and 31 external visits, involving 9,145 students



*In 2019, Contorno de Florianópolis was visited by 165 people from seven educational institutions and representatives of civil society. For the first half of 2020, seven visits and three lectures on the project are already scheduled.*

Participation in associations and councils (see table below) is also a way of promoting engagement on topics of interest to Arteris and its stakeholders.

### Membership in Councils and Associations

<b>Fluminense</b>	Firjan Business Council on the Environment
	Rebio União Advisory Committee
	Poço das Antas Advisory Committee
	Silva Jardim Environmental Council
	Firjan Council on Public Safety
<b>Fernão Dias</b>	Integrated Bugio Conservation Plan in the Continuous Cantareira
<b>Régis Bittencourt</b>	Rio Turvo State Park Advisory Committee
<b>ViaPaulista</b>	Vassununga State Park
<b>Intervias</b>	Porto Ferreira State Park
<b>Centrovias</b>	Environmental Protection Area (APA) of Corumbataí
<b>Planalto Sul</b>	Contur de Mafra
	Conserra (mountainous region)

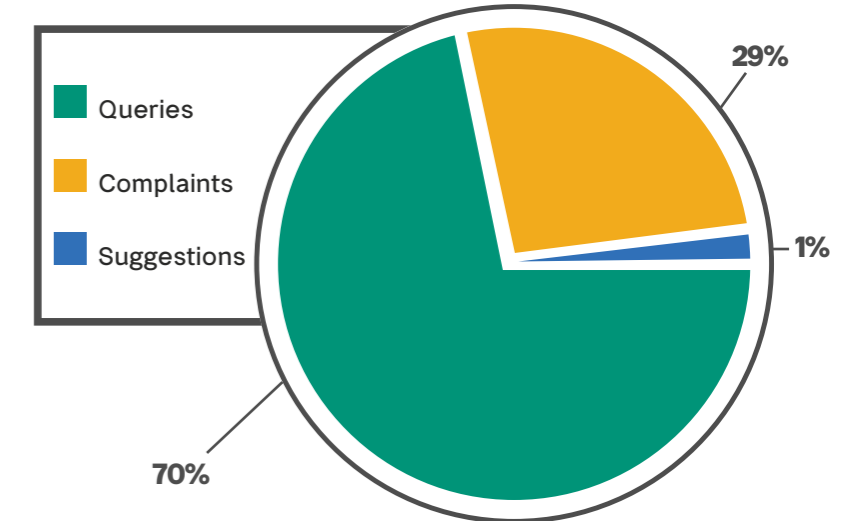
## COMMUNICATION WITH THE CUSTOMER

The Ombudsman is responsible for intermediating the relationship between customers and the company. Customers can register their complaints using the toll-free number (0800), website, e-mail, letter, land line and logbooks at the operational bases (federal concessions).

The channel is managed by the Institutional Relations and Sustainability Board. Each manifestation received generates the opening of an occurrence, which is forwarded for analysis and, depending on the type and content, involves the response to the user. Reports are sent to ANTT monthly and are sent every six months to Artesp. Internally, reports are made in meetings with the operational management teams and monitored by the legal department when needed.

In 2019, the channel received 36,585 reports, with a 100% response rate. Most (70%) were related to requests for information. Another channel for receiving statements is the toll road concessions' Twitter accounts. Management is conducted internally and follows the same parameters and interaction indicators adopted on the toll-free line.

*In addition to the Ombudsman, customers can contact Arteris through the Company's website and social media.*



## PARTNERSHIP WITH THE ACADEMIC SECTOR

In September 2019, Arteris, together with the Abertis Foundation and the Polytechnic School of the University of São Paulo (USP), promoted the 4th Cátedra Abertis Brasil award. Created in 2003, the initiative consists of organizing different chairs in collaboration with renowned universities and national and international academic institutions, for the purpose of stimulating the development of academic works in the field of transportation and road safety.

The award is given annually and is open to scholars from public or private universities who have a

postgraduate, master's or doctorate program. The evaluation of the submitted works, which takes into account criteria from a scientific and technological point of view, is conducted by an internal committee of professors and Arteris representatives. Twenty-one people signed up in 2019.

The initiative represents an important collaborative action for the development of the infrastructure sector, which integrates the private and academic sectors in the search for solutions to the sector's challenges, especially in the areas of safety and mobility.

# Commitment to life

## ENVIRONMENTAL CONSERVATION IS A PRIORITY

Environmental conservation is the focus of Arteris' management on the nearly 3,400 kilometers of highway managed by Arteris (data from December 2019). After all, sustainable business growth is not possible without a commitment to the preservation of the local ecosystem.

The main biomes in the company's operating area are the Atlantic Forest and the Cerrado. The planting of native seedlings conducted as environmental compensation for the works performed on the highways has an ecological restoration bias, which means they observe aspects that result in biodiversity gain, such as specific planting techniques, assessment of planting locations, choice of seeds, among others.

The formation of forest fragments, ecological corridors and recovery of permanent preservation areas contribute to the conservation of flora, fauna and the spread of pollinating insects. In monitoring conducted by the company at fauna crossings, the animals with the highest incidence identified in all toll road concessions are the possum, smooth-billed ani, boa constrictor, capybara and maned wolf.



**OVER 2 MILLION** native seedlings have been planted by Arteris since the company's operations started

## BIODIVERSITY FIGURES\*

<b>Km of highway affecting a protected area [km]</b>	691.58
<b>Affected surface in an area protected by its activity [m2]</b>	17,030,238.55
<b>Number of areas in which information of landscape and forest value has been introduced</b>	3
<b>Number of species included in the UCN Red List and in the national conservation lists whose habitats are located in areas affected by operations according to the species' level of extinction risk</b>	110
<b>Latina</b>	304
<b>ViaPaulista</b>	284
<b>Total</b>	<b>2,344</b>

*\*Data from previous years were not included in this Sustainability Report due to a change in the indicators' reporting method, which now follows the Enablon standard, the software adopted by Arteris for quarterly reporting to Abertis. However, they are still available for consultation on the [company's website](#).*

### “VIVA RESTINGA” ON LITORAL SUL

An example of a conservation initiative is on Arteris Litoral Sul, which has been coordinating unique work in the Baixada do Maciambu region in Palhoça since 2017, an important part of the ecosystem of the largest conservation unit in Santa Catarina, the Serra do Tabuleiro State Park (PEST). “Viva Restinga” - Restoration Project for Baixada do Maciambu - consists of the implementation of actions aimed at controlling invasive species in the region, which prevent the development of native species and interfere in the life cycle of the Atlantic Forest wildlife.

Additionally, after the removal of the invasive species, the project involves the stages of preparing the land, planting native forest seedlings, as well as maintaining these plantations for a period of about 3 years. It also involves the production of native forest seedlings from seeds collected across the area, in an effort that consisted of cataloging 251 parent trees that make up 34 native species of the restinga.



# Integrity



## RECOGNITION

Among the 4 companies in the infrastructure sector best ranked for their practices in the Guia Exame de Compliance [Exame Compliance Guide]



## CONFIDENTIAL WHISTLEBLOWING CHANNEL

canalconfidencial.com.br/Arteris |  
0800-7210741 (toll-free in Brazil) |  
arteris@canalconfidencial.com.br



## INTEGRITY

Working to preserve an ethical and trustworthy business environment when interacting with all **STAKEHOLDERS**

- Integrity Program: prevent, minimize or detect risks of violation of laws and guidelines
- Focus on Compliance Risk Management and the Public Sector Interaction Standard
- Anti-Corruption Policy and Code of Ethical Conduct: guiding all activities
- Positive Environment Management Standard: guidelines for preserving a positive, open and inclusive work environment, free from discrimination, violence and harassment
- Internal training on topics related to the Integrity Program, the Code of Ethical Conduct and the Anti-Corruption Policy



**THIS CHAPTER ADDRESSES THE FOLLOWING MATERIAL TOPIC:**

- Integrity



# Integrity



## INTEGRITY, ETHICS AND TRANSPARENCY ARE TRUE BUSINESS PILLARS

Operating with integrity means preserving an ethical and trustworthy business environment when interacting with all stakeholders. At Arteris, such practice begins with the company's senior management. The Integrity Program is the main platform on management of the topic. It gathers measures to prevent, minimize or quickly detect the risks of violating laws and guidelines laid out in corporate documents, such as the Anti-Corruption Policy and the Code of Ethical Conduct. It also provides guidance on how to address possible violations.

The Integrity Program has as one of its essential bases the Compliance Risk Management Procedure, which gathers guidelines on the responsibilities regarding the process of identifying, mapping and dealing with compliance risks. The Public Sector Interaction Standard, another governing element of the program, is applicable to all employees and outlines rules to minimize risks of this nature, such as the mandatory record of all interactions with public agents meetings to discuss regulatory and/or inspection issues.

**ALL ARTERIS TOLL ROAD CONCESSIONS** are signatories to the Ethos Institute Business Pact for Integrity and Against Corruption.

## RECOGNIZED PRACTICES

Arteris was ranked among the 39 companies better assessed for its practices in the 2019 Exame Compliance Guide, in addition to ranking among the top four in the infrastructure industry. The Guide, in its first edition, is an initiative of Exame magazine, in partnership with Instituto FSB and Fundação Dom Cabral. Over 500 companies from 13 different sectors signed up.

There were no confirmed cases of corruption in 2019. No lawsuits or extrajudicial (administrative) actions regarding corruption, unfair competition, antitrust and monopoly practices were recorded. Arteris also did not identify noncompliance with laws and regulations in the economic and social aspects.



## ENGAGEMENT

Operating with ethics, transparency and integrity is everyone's responsibility at Arteris. The engagement to the agenda is a commitment took on by leaders, developed throughout the company through training, capacity-building and other related initiatives, such as the Integrity Week. In its 2019 edition, the agenda was addressed in a playful manner, through the Integrity Game - a face-to-face training round with managers, who were instructed to disseminate the discussion among their teams.

Arteris also launched the Positive Environment Management Standard, with guidelines for preserving a positive, open and inclusive work environment, free from discrimination, violence and harassment. Also noteworthy was the launch of the Integrity Agents program, which engaged employees from all toll road concessions as focal points responsible for disseminating agendas related to the Integrity Program in their locations. They were trained on policies, rules and procedures

and participate in periodic meetings and activities, in addition to receiving constant guidance from the compliance area.

Online training on interaction with the Public Sector for employees and on the Code of Conduct and Anti-Corruption Policy for Third Parties complement the 2019 engagement program.

For 2020, training is planned on the management of compliance risks and non-conformities, as well as the expansion of initiatives to suppliers. These, added to the already carried out contractual mechanisms and tools, such as due diligence and monitoring, are intended to enhance the scope of risk control.

Read more on supply chain integrity in the **Value Partnerships** chapter.

## CONFIDENTIAL WHISTLEBLOWING CHANNEL

At Arteris, employees, customers and vendors have access to the Confidential Whistleblowing Channel for reports and complaints on violations of the Code of Ethical Conduct and internal rules and policies. The channel allows anonymous or identified whistleblowing.



[canalconfidencial.com.br/Arteris](https://canalconfidencial.com.br/Arteris)



0800-7210741 (Toll-Free in Brazil)



[arteris@canalconfidencial.com.br](mailto:arteris@canalconfidencial.com.br)

# People Management



## POSITIVE ENVIRONMENT MANAGEMENT STANDARD

Introduced in 2019, it sets specific guidelines to support proactive, collaborative and fair operations.



**4,416 EMPLOYEES**



**2,344 MEN**



**2,072 WOMEN**

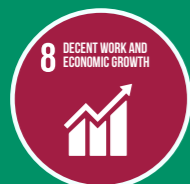
## TARGET PLAN BASED ON STRATEGIC GUIDELINES IS LAUNCHED IN 2019



Management goals extended to the entire team



Encouraging integrated work and collaboration among employees



**THIS CHAPTER ADDRESSES THE FOLLOWING MATERIAL TOPIC:**

- People



# People Management

## CONSISTENTLY PROMOTING LASTING RELATIONSHIPS

Nurturing and recognizing lasting relationships. Building trust and promoting employee engagement. These are the permanent people management goals practiced by Arteris, with the purpose of sustaining long-term business success. Also to accomplish that, the company follows strategic guidelines and applies tools, such as shared goal programs, focused on leadership and operations (further details below in this chapter).

## OUR EMPLOYEES

At the end of 2019, Arteris had 4,416 employees, of whom 53% were men and 47% were women. The turnover rate (measured by the number of dismissals compared to the average number of workers) in the period stood at 24.82%. The indicator increased by 2.56% in relation to 2018, as a result of an organizational restructuring effort undertaken in 2019, aiming at achieving operational excellence, speed and efficiency (learn more in the **Governance, Strategy and Management** chapter).

Arteris encourages diversity among its staff and offers development opportunities to all professionals, regardless of race, belief, gender, age, and does not tolerate any type of discrimination.

## EMPLOYEES BY GENDER AND BY TOLL ROAD CONCESSION\*

	Men	Women	Total**
<b>Arteris Brasil</b>	174	213	387
<b>Autovias</b>	1	3	4
<b>Centrovias</b>	93	159	252
<b>Intervias</b>	197	243	440
<b>Planalto Sul</b>	146	144	290
<b>Fluminense</b>	276	138	414
<b>Fernão Dias</b>	364	331	695
<b>Régis Bittencourt</b>	218	266	484
<b>Litoral Sul</b>	287	285	572
<b>Latina</b>	304	14	318
<b>ViaPaulista</b>	284	276	560
<b>Total</b>	<b>2,344</b>	<b>2,072</b>	<b>4,416</b>

\*Data from previous years were not included in this Sustainability Report due to a change in the indicators' reporting method, which now follows the Enablon standard, the software adopted by Arteris for quarterly reporting to Abertis. However, they are still available for consultation on the **company's website**.

\*\*Arteris does not count employees by toll road concession (not by region)/Data from 12/31/2019.

## SENIOR MANAGEMENT COMPOSITION BY GENDER\*

	Men	Women
<b>Arteris Board of Directors</b>	9	0
<b>Executive Board</b>	4	3
<b>Audit Committee (full members)</b>	2	1
<b>Technical Committee</b>	13	2
<b>Mergers &amp; Acquisitions Committee</b>	10	1
<b>Financial Committee</b>	8	0
<b>Audit and Compliance Committee</b>	5	3
<b>Human Resources Committee</b>	6	0

\*The duties and composition of the Board of Directors, the Audit Committee and the Executive Board are detailed on the Investor Relations website ([ri.arteris.com.br](http://ri.arteris.com.br)) and in the Company's Bylaws (also found on the website)



# People Management

## EMPLOYEES BY AGE GROUP AND BY TOLL ROAD CONCESSION\*

	Less than 30 years of age	Between 31-45 years of age	Between 46-55 years of age	Over 55 years of age
Arteris Brasil	114	212	41	20
Autovias	0	3	0	1
Centrovias	55	148	37	12
Intervias	71	233	108	28
Planalto Sul	124	135	24	7
Fluminense	118	242	41	13
Fernão Dias	176	411	90	18
Régis Bittencourt	107	319	46	12
Litoral Sul	248	263	49	12
Latina	31	146	78	63
ViaPaulista	183	305	59	13
<b>Total</b>	<b>1,227</b>	<b>2,417</b>	<b>573</b>	<b>199</b>

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\*\*Data from 12/31/2019.

## TOTAL NUMBER OF NEW HIRES BY AGE GROUP, GENDER AND TYPE OF CONTRACT\*

	Indefinite		Temporary		Change of contract	
	Men	Women	Men	Women	Men	Women
Less than 30 years of age	244	302	59	141	27	52
Between 31-45 years of age	278	337	39	80	9	27
Between 46-5 years of age	37	29	6	9	2	1
Between 51-55 years	29	24	3	1	0	0
Between 56-60 years	19	9	5	2	0	0
Over 60 years of age	10	1	0	0	0	0
<b>Total</b>	<b>617</b>	<b>702</b>	<b>112</b>	<b>233</b>	<b>38</b>	<b>80</b>

\*Data from previous years were not included in this Sustainability Report due to a change in the indicators' reporting method, which now follows the Enablon standard, the software adopted by Arteris for quarterly reporting to Abertis. However, they are still available for consultation on the [company's website](#).

## TURNOVER RATIO\*

	Management positions			Headquarters			Other employees		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Layoffs	7.0	2.0	9.0	41.0	12.0	53.0	394.0	313.0	707.0
Voluntary resignations	5.0	0.0	5.0	27.0	30.0	57.0	700.0	1,035.0	1,735.0
Retirement	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total on 12/31/19</b>	<b>12.0</b>	<b>4.0</b>	<b>16.0</b>	<b>205.0</b>	<b>73.0</b>	<b>278.0</b>	<b>2,127.0</b>	<b>1,995.0</b>	<b>4,122.0</b>
<b>Turnover (%)</b>	<b>100.0%</b>	<b>50.0%</b>	<b>87.5%</b>	<b>33.2%</b>	<b>57.5%</b>	<b>39.6%</b>	<b>51.4%</b>	<b>67.6%</b>	<b>59.2%</b>

2019	Totals by position			Total by gender		
	Management	Headquarters	Other	Men	Women	Total
Layoffs	9.0	53.0	707.0	442.0	327.0	769.0
Voluntary resignations	5.0	57.0	1,735.0	732.0	1,065.0	1,797.0
Retirement	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total on 12/31/19</b>	<b>16.0</b>	<b>278.0</b>	<b>4,122.0</b>	<b>2,344.0</b>	<b>2,072.0</b>	<b>4,416.0</b>
<b>Turnover (%)</b>	<b>87.5%</b>	<b>39.6%</b>	<b>59.2%</b>	<b>50.1%</b>	<b>67.2%</b>	<b>58.1%</b>

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# People Management

## COLLABORATIVE DEVELOPMENT

Seeking greater operational efficiency and value generation, the new cycle started at Arteris in 2019 began with a consultation with leaders up to the supervision level, with the purpose of mapping values and beliefs and correlating them with business needs. The survey was sent to 360 employees through an online platform and achieved a 95% response rate.

Results were compiled in a list scrutinized during the "Arteris Leadership 2019" - event that gathered 100 senior management representatives around a broad debate on business strategy and challenges, in October. Discussions on values and behaviors, which had not yet been completed until the closing of this Sustainability Report, will guide the performance of Arteris employees in the coming years, focusing on the continuity of the success path built by the company.



## PROMOTING A POSITIVE WORK ENVIRONMENT

Integrity, safety and respect are hallmarks of Arteris' culture. One of the company's beliefs is that long-term relationships are achieved through an open and inclusive work environment, free from discrimination, violence and any type of harassment, in which all people are indistinctly respected and appreciated. The launch of the Positive Work Environment Management Standard, in 2019, reinforces such commitment, with specific guidelines to promote proactive, collaborative and fair operations. The document, available to employees in the Knowledge Base on the intranet, was widely disseminated through the company's communication channels and face-to-face conversations held at the toll road concessions, conducted by the representatives of the People & Organization Board.

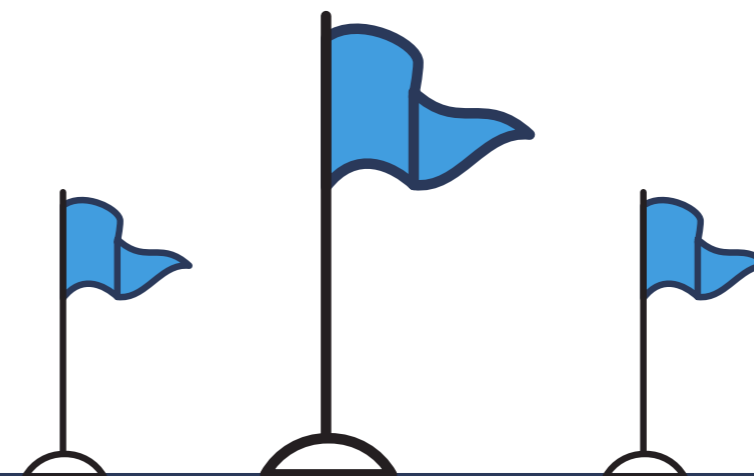
In 2019, **126 EMPLOYEES** took parental leave, of whom **110 WERE WOMEN**, with **70% RETURN AND RETENTION RATES**.

## PERFORMANCE MANAGEMENT

Performance management, an important aspect of fulfilling Arteris' strategy, significantly contributes to the development of the company's human capital - which is key for obtaining effective results.

In 2019, the company launched a new target plan, based on its **strategic guidelines**, which fosters the integrated work and collaboration among employees. Management goals (for directors, superintendents and managers) are extended to their entire teams. The purpose is to provide an actual meaning to the activities to enable the company to achieve its business targets in an integrated, progressive and ongoing manner.

Within such model, the employee assessment process assigns weights to business targets (mainly linked to financial results) and to specific goals, broken down for each employee and aligned with the specific goals for the areas. The variable remuneration to be paid to the employee is defined based on the assessment of each established goal and classified in levels, which may amount to 125% of the nominal salary.



*The strategic guidelines laid out by the shareholders for the Arteris Executive Board are the following:*

*Safety (roads and work environments), Rebalancing, Growth, Capex, Paving, Fines and Litigation, Efficiency and Capital Structure.*

## GOALS FOR THE OPERATION

Applied to the traffic and revenue areas, the program consolidating goals for the operation - part of Arteris' performance management - incorporated a few changes in 2019, aimed at lending even greater focus to operational efficiency. Following good practices consolidated in two of its nine toll road concessions, the company standardized a model that lays out goals by position, with opportunities for each employee to outperform the goals established for their post, directly impacting their variable remuneration.

The model foresees the extension of the goals assigned to the leaders, linked to the business indicators, for the entire group. In January 2020, the more than 3,200 operation employees already had their goals defined according to the new format. From different weights for individual assessments, the remuneration of the operation employees may also reach up to 125% of the nominal salary.

# People Management

## SURVEY MEASURES ENGAGEMENT AND WELFARE

To measure employees' degree of engagement and the rate of welfare in the work environment, Arteris annually promotes the "Sua Palavra tem Valor" [Your Word Counts] survey to measure the strengths and opportunities for improvement in the relationship with these stakeholders. The results obtained in 2019 reflect the moment of transformation and the organizational changes promoted by the company and indicate the points needing greater attention.

Participation in the survey fell by 12% compared to 2018. The overall engagement and welfare rates decreased by 4% and 6%, respectively, when compared to the previous poll. However, Arteris maintained four of the five strengths identified in 2018, regarding "respect for the manager", "sense of belonging", "culture of integrity" and "pride to work".

## CONTENT PUBLISHED IN THE MEDIA



**CORPORATE TV**  
1.097



**MESSAGE BOARDS**  
978



**INTRANET POSTS**  
671



**INTRANET NEWS**  
168



**POST ON ARTERIS LEADERS**  
21



**CONNECTIS**  
16



**VIDEOS**  
37



**ANNOUNCEMENT**  
516

## DIRECT AND TRANSPARENT COMMUNICATION

Arteris has been strengthening communication with its employees, in order to make it increasingly agile, direct and guided by transparency.

Leaders play a key role within the communication process, in engaging their teams to act upon relevant agendas; in 2019, dialogue initiatives with leaders, such as the "Café com o Presidente" [Coffee with the CEO] and talks with directors, helped to break down the elements of the company's new cycle to employees. Employees are also informed about the company's quarterly results at the same time as the market. In 2019, the CEO Channel was the chosen reporting outlet.

On several occasions, the company's mix of channels, consisting of the intranet, announcements, message boards and the Corporate TV, disseminated videos featuring the CEO, lending a more direct and didactic tone to the messages.

# Development of skills



**PROMOTING CONTINUOUS LEARNING** and knowledge management



**SHARED LEARNING AND KNOWLEDGE**  
Key to human capital development and team engagement



**ARTERIS DEVELOPMENT UNIVERSITY (UAD)**  
Initiative aimed at the development of employees to contribute to the achievement of results



**OVER 100,000 HOURS OF TRAINING** were offered in 2019, an average of 23 hours/employee



**THIS CHAPTER ADDRESSES THE FOLLOWING MATERIAL TOPICS:**

- Security
- People

# Skills development

## LEARNING AS A GROWTH DRIVER

For Arteris, business growth results from the addition of each employee's continuous improvement. Therefore, the company praises successful experiences and encourages attitudes such as attention to new ideas and provocations.

In the period covered by this Sustainability Report, the company adopted a leaner, more centralized and agile organizational model, with a view to the efficiency of results and the delivery of value to society. Learning and knowledge sharing are now taken even more into account for the development of human capital and the engagement of teams.

In the Contorno de Florianópolis, the largest infrastructure project in progress in Santa Catarina and one of the most relevant in Brazil, the promotion of shared knowledge and continuous learning represent an essential factor for the delivery of the work that will help further develop to the region. In November 2019, there were over 1,300 people working simultaneously on the several activity fronts, spanning 34 kilometers. Learn more about the project in **Contorno de Florianópolis**.



## HUMAN CAPITAL DEVELOPMENT

Arteris continuously invests in its employees' training and capacity building. Its corporate university (see Arteris Development University below) is an important development platform. The management of business skills allows the company to plan the development of its employees and strengthen its human capital. This guideline is especially relevant at times of strong changes, such as currently for Arteris.

The allocation of resources in training results in the development of educational actions that enable the achievement of organizational strategies through a process of learning and continuous development. Consequently, employees become more satisfied with their work environment, which directly relates to better work performances.



Knowledge management is associated to UAD's schools and pillars, enabling to structure the development of employees' essential, technical, behavioral and managerial skills within an intentional process of knowledge sharing.

## ARTERIS DEVELOPMENT UNIVERSITY

The Arteris Development University (UAD) is a strategy designed to support Arteris to achieve its Mission and its growth targets, with activities that foster knowledge, individual and collective education, transforming self-improvement into a practice for direct and indirect employees. Its slogan "Feito por nós e para nós" [Made by us and for us] is reinforced at each activity developed and enabled by employees.

In line with market trends, UAD allows research in an online library and video library with content organized by topics related to the employees' fields of work. Through UAD, employees are able plan individual development programs, take courses according to schools and pillars related to the skills required to perform their work. The pillars of the schools are linked to each position and job, in order to guide the employee on which course to choose and in which order. The platform offers a collaborative environment to answer questions and submit suggestions.

In 2019, the UAD app was launched. Employees now play an even further role in their own development within the company.



# Skills development

## NUMBER OF HOURS OF TRAINING OF EMPLOYEES, BY GENDER AND FUNCTIONAL CATEGORY\*

	Training hours (men)	Training hours (women)	Training hours (total)	Average hours (men)	Average hours (women)	Average hours (total)
<b>Managements</b>	338	113	451	28.2	28.3	28.2
<b>Headquarters</b>	8,128	2,265	10,393	39.6	31.0	37.4
<b>Other employees</b>	49,439	40,174	89,613	23.2	20.1	21.7
<b>Total</b>	<b>57,905</b>	<b>42,552</b>	<b>100,457</b>	<b>24.7</b>	<b>20.5</b>	<b>22.7</b>

\* Data from previous years were not included in this Sustainability Report due to a change in the indicators' reporting method, which now follows the Enablon standard, the software adopted by Arteris for quarterly reporting to Abertis. However, they are still available for consultation in previous annual reports, found on the **company's website**.

## REINFORCING THE TRAINING ON SAFETY MEASURES

The focus on road safety begins within Arteris, which has consolidated management guidelines and instruments to help ensure the safety of its own and third-party workers. Training on the topic is constantly promoted by the company. In 2019, investments enabled over 19,000 hours of training to reinforce the safety of critical tasks. More than 9,500 direct employees and third parties were benefitted.

After a face-to-face training round, specific content was published at Arteris Development University, offering a larger amount of employees the opportunity to access it.

This complements the work carried out in 2018, which comprised the revision of over 20 instructions for critical tasks (mowing, road sign washing, pavement repair, among others that most expose employees to risks of accidents on highways). Improved procedures were proposed to help eliminate risks.

For more on work safety initiatives see the **Commitment to life** chapter.

## LEADERSHIP IN INDUSTRY DISCUSSIONS

Being recognized as a leading player when it comes to road safety and quality of services is key for Arteris' intentions to foster discussions with **regulatory agencies**, based on offering effective solutions that generate positive impacts for society.

As an industry debate leader, Arteris also participates as a member in sectorial entities, such as the Brazilian Association of Toll Road Concessions (Associação Brasileira de Concessionárias - ABCR) and of the Brazilian Association of Infrastructure and Heavy Industries (Associação Brasileira da Infraestrutura e Indústrias de Base - ABDIB). In addition to being a signatory to the UN's Decade of Action for Road Safety 2011-2020, Arteris is the only company in the sector with a seat in meetings of the "Programa Respeito à Vida" [Respect for Life Program], an initiative promoted by the State Government of São Paulo.



Arteris' operations are regulated by the São Paulo State Public Transport Services Regulatory Agency (Artesp) at the state level, and by the National Land Transport Agency (ANTT) at the federal level, in accordance with the contractual requirements agreed upon with the Federal Government.



# Partnerships value



## PARTNERSHIPS APPRECIATED

- **2,770 supplier** companies along almost 3,400 km (data from December 2019)
- Of the purchases with strategic suppliers, **63% were made from local companies**



## SHARED SERVICES CENTER

- + **operational** efficiency
- + **speed** in decision making
- + **excellence** in internal customer service



## SUPPLIERS

- 2019: **2,770 companies**, including manufacturers of inputs for operations, office material suppliers, service providers and advisory firms, most of which are in the civil construction sector.
- Contracts in line with Arteris Code of Ethics and the Environmental Policy



**THIS CHAPTER ADDRESSES THE FOLLOWING MATERIAL TOPICS:**

- Security
- People



# Partnerships value

## THE STRENGTH OF A TEAM

Arteris encourages collaborative attitudes and networking, seeking to foster the diversity of ideas, the involvement in actions and the strengthening of partnerships. And for teamwork to be truly effective and generate results, integration must be a permanent effort. After all, the company relies on 4,416 workers and about 2,770 supplier companies, spread over almost 3,400 kilometers (data from December 2019).

## POOLED SERVICES: COLLABORATION, SPEED AND EFFICIENCY

The pooling of activities related to the internal provision of services had already been practiced by Arteris since 2017, when the company launched the Arteris Shared Services Center, also called Solutions Center, in Ribeirão Preto (SP). Following its new strategic guidelines, the company reorganized these processes, whose execution was centralized by the Solutions Center in an effort to foster operational efficiency, thus, allowing the toll road concessions to focus on essential activities, such as highway operation, customer service and investment execution.

In a restructuring movement undertaken in 2019, the Procurement, Contracts and Services and Service Desk processes were integrated under the same structure within the Personnel Management, Accounting and

Tax areas, in addition to Treasury, becoming part of a single management structure. Internal customer service tasks were then incorporated, providing greater execution integration and speed to solve the company's major demands.

The Solutions Center was restructured based on the improvements suggested in an extensive survey with employees and its processes follow the guidelines laid out by Arteris' Executive Board. This internal reorganization has helped the company to advance in its efficiency plan, through simpler and clearer structures, fostering collaboration among the areas and resulting in a faster and higher quality assistance to internal customers.

## VALUE-GENERATING PARTNERSHIPS

Valuable business partners, suppliers directly contribute to Arteris' efficiency of results. Committed to the generation of economic and social value for these stakeholders, the company applies a strong management model, through consolidated guidelines and instruments aimed at ensuring the open relationship and dialogue with these partners.

In 2019, Arteris entered into commercial contracts with 2,770 companies, including manufacturers of inputs for

operations, office material suppliers, service providers and advisory firms, most of which are in the civil construction sector. Of this total, 339 are deemed strategic. Of the total purchase volume with strategic suppliers, 63% were made from local companies. The hiring of services in the municipalities where the company operates represents a significant share of tax collection and fosters local economies.



# Partnerships value

## SUPPLY CHAIN SUSTAINABILITY

Every supplier hired by Arteris must formally commit to the guidelines emerging from the company's Code of Ethics and Environmental Policy. Among the rules for hiring are the prohibition of child and slave labor and the full compliance with labor legislation. Suppliers whose activities make up the company's risk map are additionally subject to an anti-corruption and conflict of interest due diligence process.

Contracts with strategic suppliers are preceded by registration and approval that involve the verification of aspects such as child labor, human rights and environmental management practices, among others. Partners providing essential products and services for the company's activities or whose contracting represents large volumes in purchases are considered strategic.

In 2019, Arteris updated the environmental guidelines in supplier contracts to making the company's requirements clearer. An example in this sense is the partnership established by Arteris with a company that produces uniforms. This new supplier is **certified as a B Corporation**, attesting the proper final disposal of the uniforms, in a pilot project that should be consolidated in 2020.

Another system whose implementation started in 2019 promises to add even more strength, transparency and speed to the negotiation process. It is the SAP Ariba platform (sourcing module), which will be integrated into the management system used by the company, allowing the interaction among areas and internal stakeholders who participate in the negotiation process (technical and legal areas, for example).



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## LISTENING, INTERACTING AND COLLECTIVELY BUILDING

In addition to the safety workshops, targeting the main work and service partners, meetings were also held in 2019 with suppliers that opened up further dialogue fronts with the company. Last year, meetings were held with the main pavement suppliers, which enabled the sharing and discussion of information on technical and commercial matters comprising the provision of services and contracts. These meetings are intended to become even more frequent and be extended to other strategic suppliers.

## INTELLIGENCE AND LONG-TERM VISION

In 2020, Arteris reinforces its process management by structuring an area specifically focused on Strategic Sourcing. Thus, the company expects to improve its benchmarking, intelligence and contract negotiation practices to further enhance efficiency and strengthen bonds with strategic and long-term partners. Such focus on continuous improvement is key for a company that manages concession contracts that may extend up to 2047.



CONTORNO DE FLORIANÓPOLIS

# CASE



# Contorno de Florianópolis



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Strategically designed to redirect and streamline the long-distance road flow in the metropolitan region of the capital of the state of Santa Catarina (SC), the Contorno Rodoviário de Florianópolis is the most important construction work conducted by Litoral Sul, a company of the Arteris group, and currently one of the main infrastructure undertakings in SC.

It is 50 kilometers long and crosses the municipalities of Governador Celso Ramos, Biguaçu, São José and Palhoça - one of the state's main logistics routes. The purpose of the project, in addition to minimizing traffic in the region, is to foster the economy and local development by strengthening its logistics channels.

In its peak, the construction required 1,313 workers in several activities, including earthworks, paving, geotechnics, deployment of bridges and drainage points.

Until now, over **BRL 1 billion** has been invested in the work, which encompasses **four double tunnels, seven bridges, six interchange onramps and over 20 grade separation overpasses.**



## SOCIAL AND ENVIRONMENTAL ENGAGEMENT

Besides its undertaking to deploy the Contorno, Arteris is majorly committed to people's lives and the strengthening bonds with the communities in the surroundings of the project. To that end, 14 social and environmental initiatives have been carried out concomitantly to the construction works to mitigate or compensate for impacts on the environment and to the residents of the municipalities within the construction area.

One of these projects is the Indigenous Component of the Basic Environmental Plan (CI-PBA), which promotes the appreciation and the dissemination of the indigenous culture of 10 communities of the Guarani ethnic group in the surroundings of the Contorno project, further helping to combat stigmatization.

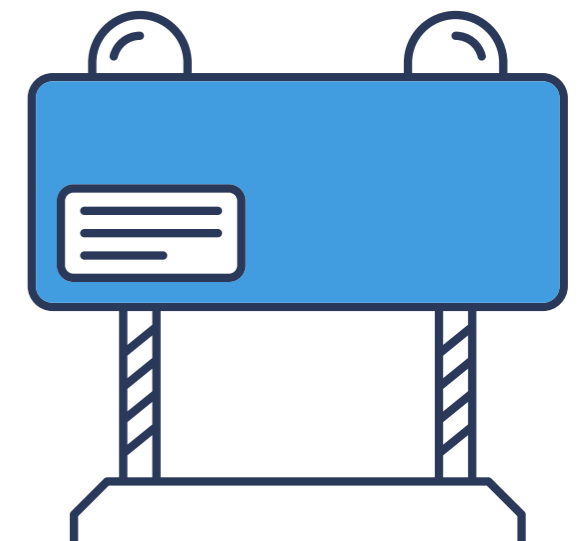
Arteris Litoral Sul distributed Guarani handicraft pieces in schools of 23 municipalities in the State of Santa Catarina, contributing to the dissemination of knowledge on the Guarani culture. Cultural workshops are also held for the professionals involved in the works, with debates on indigenous rights and habits and on Brazil's current scenario when it comes to preserving the native indigenous communities, especially the Guarani people. Information on the project's Environmental Licensing process, conflicts experienced by indigenous people and guidelines on how to proceed to access the villages are also passed on.

Every two months, construction workers also participate in the Environmental Education Program for Workers (PEAT) to debate on the social and environmental agendas and their correlations with the project. This is intended to help further expand workers' knowledge and combine theory with practice throughout the project construction.

## SAFETY AND PRODUCTIVITY: PRIORITY AGENDAS

At every stage of the construction work, strict safety controls are observed and applied, in a constant effort to safeguard employees, local residents and the environment. As a productivity strategy, Arteris also adopted night working shifts in certain stretches throughout the construction of the Contorno, which ensures improved manageability of operations and meeting deadlines. Night operations help to save time and streamline productivity by enabling the execution of tasks which cannot always be performed during the day for climatic reasons, such as earthworks.

As a result of the occupational safety practices employed, in December 2019, the construction works of the Contorno de Florianópolis recorded five million man-hours with no lost-time accidents. Such achievement can be associated with the fulfillment of a careful Occupational Health and Safety Management System, which involves Arteris leaders and employees, as well as third party service providers, in search of increasingly secure operations.



# Contorno de Florianópolis



**In May 2013**, the work plan for fauna diagnosis in the surrounding region was submitted to the Brazilian Institute for the Environment and Renewable Natural Resources (Ibama), which was approved shortly thereafter.



The project environmental feasibility was confirmed in **February 2014**, with the granting by Ibama of the Preliminary License (LP). The Installation License (LI) authorizing the startup of works along 14 kilometers was granted that same year and amended in 2015 to a total of 46.7 kilometers.



At the completion of this Sustainability Report, 34.4 kilometers of the Contorno were under construction, representing **70% of the total of 50 kilometers**.



**Between 2010 and 2011**, the Contorno project was submitted and adjusted, and the changes requested by the Santa Catarina society were approved in January 2013.



**That same year**, in August, the Environmental Impact Study (EIA-RIMA) for the project was submitted to Ibama for analysis by Arteris Litoral Sul. The document was accepted and published in the Official Gazette of the Brazilian Federal Government the following month, streamlining the process for the Biguaçu and Palhoça public hearings.



Work on the Intermediate Stretch, which corresponds to 14 kilometers of the total construction, began in May 2014. First operations took place in **April 2015**.



**By the end 2019**, as those were the numbers of the Contorno de Florianópolis:

- **Earthwork:** 3.9 million m<sup>3</sup> of landfill completed
- **Geodrainage deployment:** 1.1 million meters completed
- **Dismantling and excavating rocks:** 520,000 m<sup>3</sup> completed
- **Manufacture of precast beams:** 250 units manufactured

SUMMARY OF GRI

# CONTENT



# Summary of GRI content

General Disclosures	Page and/or link	Comments or reason for omission	Assurance
<b>Organization Profile</b>			
<b>102-1: Name of the organization</b>	Our performance Main investments Toll road concession overview		No
<b>102-2: Activities, brands, products, and services</b>	Our performance Main investments Toll road concession overview		No
<b>102-3: Location of organization headquarters</b>	Our performance Main investments Toll road concession overview		No
<b>102-4: Location of operations</b>	Our performance Main investments Toll road concession overview		No
<b>102-5: Ownership and legal form</b>	Our performance Main investments Toll road concession overview		No
<b>102-6: Markets served</b>	Our performance Main investments Toll road concession overview		No
<b>102-7: Scale of the organization</b>	Our performance Main investments Toll road concession overview Gross revenue and EBITDA development		No
<b>102-8: Information on employees and other workers</b>	Our employees		No
<b>102-9: Supply chain</b>	Value-generating partnerships		No
<b>102-10: Significant changes to the organization and/or its supply chain</b>	A new cycle for the company Value-generating partnerships		No
<b>102-11: Precautionary principle or approach</b>		Risk management at Arteris is in line with the Precautionary Principle, which guides the company's environmental management.	No
<b>102-12: External initiatives</b>	Public and collaborative initiatives		No
<b>102-13: Membership of associations</b>	Leadership in industry discussions		No

General Disclosures	Page and/or link	Comments or reason for omission	Assurance
<b>Strategy</b>			
<b>102-14: Statement from senior decision-maker</b>	Statement from the CEO		No
<b>Ethics and integrity</b>			
<b>102-16: Values, principles, standards and norms of behavior</b>	Integrity, ethics and transparency are true business pillars		No
<b>102-17: Mechanisms for advice and concerns about ethics</b>	Engagement		No
<b>Governance</b>			
<b>102-18: Governance structure</b>	Governance		No
<b>Stakeholder engagement</b>			
<b>102-40: List of stakeholder groups</b>	Promoting engagement Viva Programs		No
<b>102-41: Collective bargaining agreements</b>	Promoting engagement	Under judicial negotiation upon the closing of this Sustainability Report.	No
<b>102-42: Identifying and selecting stakeholders</b>	Promoting engagement		No
<b>102-43: Approach to stakeholder engagement</b>	Promoting engagement Relationship with stakeholders Survey measures engagement and welfare		No
<b>102-44: Key topics and concerns raised</b>	Promoting engagement Relationship with stakeholders Survey measures engagement and welfare		No

# Summary of GRI content

General Disclosures	Page and/or link	Comments or reason for omission	Assurance
<b>Reporting practices</b>			
<b>102-45: Entities included in the consolidated financial statements</b>			No
<b>102-46: Process for defining the content of the Sustainability Report and limitations regarding material topics</b>	About the Sustainability Report		No
<b>102-47: List of material topics</b>	About the Sustainability Report		No
<b>102-48: Restatements of information</b>	About the Sustainability Report		No
<b>102-49: Changes in scope and limitations</b>	About the Sustainability Report		No
<b>102-50: Period covered by the Sustainability Report</b>	About the Sustainability Report		No
<b>102-51: Date of the most recent Sustainability Report</b>	About the Sustainability Report		No
<b>102-52: Reporting cycle</b>	About the Sustainability Report		No
<b>102-53: Contact point for questions regarding the Sustainability Report</b>		Contacts through ombudsman channels: <a href="https://www.arteris.com.br/ouvidoria/">https://www.arteris.com.br/ouvidoria/</a>	No
<b>102-54: Claims on preparing the Sustainability Report in accordance with the GRI Standards</b>	About the Sustainability Report		No
<b>102-55: Summary of GRI content</b>	Summary of GRI content		No
<b>102-56: External assurance</b>	Summary of GRI content		No
<b>Specific content</b>			
<b>Economic Performance</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Generation and distribution of economic value		No
<b>103-2: The management approach and its components</b>	Generation and distribution of economic value		No
<b>103-3: Evaluation of the management approach</b>	Generation and distribution of economic value		No
<b>201-1: Direct economic value generated and distributed</b>	Generation and distribution of economic value		No

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Indirect economic impacts</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Improvement in maintenance and conservation management A strategic approach to pavement		No
<b>103-2: The management approach and its components</b>	Improvement in maintenance and conservation management A strategic approach to pavement		No
<b>103-3: Evaluation of the management approach</b>	Improvement in maintenance and conservation management A strategic approach to pavement		No
<b>203-1: Infrastructure investments and services supported</b>	Investments in 2019 Improvement in maintenance and conservation management Technology for safety		No
<b>Purchasing practices</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Value-generating partnerships		No
<b>103-2: The management approach and its components</b>	Value-generating partnerships		No
<b>103-3: Evaluation of the management approach</b>	Value-generating partnerships		No
<b>204-1: Proportion of spending on local suppliers</b>	Value-generating partnerships		No



# Summary of GRI content

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Anti-corruption</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Integrity, ethics and transparency are true business pillars		No
<b>103-2: The management approach and its components</b>	Integrity, ethics and transparency are true business pillars		No
<b>103-3: Evaluation of the management approach</b>	Integrity, ethics and transparency are true business pillars		No
<b>205-1: Operations assessed for risks related to corruption</b>	Integrity, ethics and transparency are true business pillars		No
<b>205-2: Communication and training about anti-corruption policies and procedures</b>	Engagement		No
<b>205-3: Confirmed incidents of corruption and actions taken</b>	Recognized practices		No
<b>Unfair competition</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Integrity, ethics and transparency are true business pillars		No
<b>103-2: The management approach and its components</b>	Integrity, ethics and transparency are true business pillars		No
<b>103-3: Evaluation of the management approach</b>	Integrity, ethics and transparency are true business pillars		No
<b>206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices</b>	Recognized practices		No
<b>Energy</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Environmental management at Arteris toll road concessions		No
<b>103-2: The management approach and its components</b>	Environmental management at Arteris toll road concessions		No
<b>103-3: Evaluation of the management approach</b>	Environmental management at Arteris toll road concessions		No
<b>302-1: Energy consumption within the organization</b>	Energy consumption within the organization in 2019		No

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Water</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Environmental management at Arteris toll road concessions		No
<b>103-2: The management approach and its components</b>	Environmental management at Arteris toll road concessions		No
<b>103-3: Evaluation of the management approach</b>	Environmental management at Arteris toll road concessions		No
<b>303-1: Total water withdrawal by source</b>	Water consumption by source in 2019		No
<b>Biodiversity</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Environmental conservation is a priority		No
<b>103-2: The management approach and its components</b>	Environmental conservation is a priority		No
<b>103-3: Evaluation of the management approach</b>	Environmental conservation is a priority		No
<b>304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity index outside protected areas</b>	Biodiversity figures		No
<b>304-2: Significant impacts of activities, products and services on biodiversity</b>		The potential impacts of the construction of a highway include the disruption of ecological corridors due to the fragmentation of native vegetation, which may interfere with the microclimate and the luminosity index, which affects the ecosystem dynamics. As an effect, wildlife roadkills may also occur. Arteris implements mitigating measures for such impacts, which are described in "Environmental conservation is a priority", in the "Commitment to life" chapter.	No
<b>304-3: Protected or restored habitats</b>	Biodiversity figures		No
<b>304-4: Total number of species included in the IUCN red list and the national conservation list with habitats located in areas affected by the organization's operations</b>	Biodiversity figures		No

# Summary of GRI content

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Effluents and waste</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Environmental management at Arteris toll road concessions Waste management		No
<b>103-2: The management approach and its components</b>	Environmental management at Arteris toll road concessions Waste management		No
<b>103-3: Evaluation of the management approach</b>	Environmental management at Arteris toll road concessions Waste management		No
<b>306-2: Total weight of waste, broken down by type and disposal method</b>	Total weight of waste, broken down by type and disposal method		No
<b>Employment</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Consistently promoting lasting relationships Promoting a positive work environment		No
<b>103-2: The management approach and its components</b>	Consistently promoting lasting relationships Promoting a positive work environment		No
<b>103-3: Evaluation of the management approach</b>	Consistently promoting lasting relationships Promoting a positive work environment		No
<b>401-1: New employee hires and employee turnover</b>	Our employees		No
<b>401-3: Parental leave</b>		In 2019, 126 employees took parental leave, 110 of which were women, with return and retention rates of 70%.	No

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Occupational health and safety</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Workplace safety culture		No
<b>103-2: The management approach and its components</b>	Workplace safety culture		No
<b>103-3: Evaluation of the management approach</b>	Workplace safety culture		No
<b>403-1: Workers representation in formal joint management worker health and safety committees</b>			No
<b>Training and education</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Performance Management Human Capital Development		No
<b>103-2: The management approach and its components</b>	Performance Management Human Capital Development		No
<b>103-3: Evaluation of the management approach</b>	Performance Management Human Capital Development		No
<b>404-1: Average hours of training per year per employee</b>	Number of hours of training of employees, by gender and functional category		No
<b>404-2: Programs for upgrading employee skills and career transition assistance programs</b>	Human capital development		No
<b>404-3: Percentage of employees receiving regular performance and career development reviews</b>	Performance Management		No

# Summary of GRI content

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Diversity and Equality of Opportunities</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Consistently promoting lasting relationships		No
<b>103-2: The management approach and its components</b>	Consistently promoting lasting relationships		No
<b>103-3: Evaluation of the management approach</b>	Consistently promoting lasting relationships		No
<b>405-1: Diversity in governance bodies and among employees</b>	Our employees		No
<b>Freedom of association and collective bargaining</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Promoting a positive work environment		No
<b>103-2: The management approach and its components</b>	Promoting a positive work environment		No
<b>103-3: Evaluation of the management approach</b>	Promoting a positive work environment		No
<b>407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</b>	Promoting a positive work environment		No
<b>Child labor</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Supply chain sustainability		No
<b>103-2: The management approach and its components</b>	Supply chain sustainability		No
<b>103-3: Evaluation of the management approach</b>	Supply chain sustainability		No
<b>408-1: Operations and suppliers at significant risk for incidents of child labor</b>	Supply chain sustainability		No

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Forced or compulsory labor</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Supply chain sustainability		No
<b>103-2: The management approach and its components</b>	Supply chain sustainability		No
<b>103-3: Evaluation of the management approach</b>	Supply chain sustainability		No
<b>409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor</b>	Supply chain sustainability		No
<b>Human rights assessment</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Integrity, ethics and transparency are true business pillars		No
<b>103-2: The management approach and its components</b>	Integrity, ethics and transparency are true business pillars		No
<b>103-3: Evaluation of the management approach</b>	Integrity, ethics and transparency are true business pillars		No
<b>412-2: Employee training on human rights policies or procedures</b>	Engagement		No
<b>412-3: Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</b>	Supply chain sustainability		No

# Summary of GRI content

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Local communities</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Life comes first Greater humanity in traffic		No
<b>103-2: The management approach and its components</b>	Life comes first Greater humanity in traffic		No
<b>103-3: Evaluation of the management approach</b>	Life comes first Greater humanity in traffic		No
<b>413-1: Operations with local community engagement, impact assessments, and development programs</b>	Escola Arteris and Viva Meio Ambiente Projects Greater humanity in traffic		No
<b>Supplier social assessment</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Supply chain sustainability		No
<b>103-2: The management approach and its components</b>	Supply chain sustainability		No
<b>103-3: Evaluation of the management approach</b>	Supply chain sustainability		No
<b>414-1: New suppliers that were screened using social criteria</b>	Supply chain sustainability		No
<b>414-2: Negative social impacts in the supply chain and actions taken</b>	Supply chain sustainability		No

Specific content	Page and/or link	Comments or reason for omission	Assurance
<b>Consumer health and safety</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Commitment to road safety Greater humanity in traffic Escola Arteris and Viva Meio Ambiente Projects Reinforcing the training on safety measures		No
<b>103-2: The management approach and its components</b>	Commitment to road safety Greater humanity in traffic Escola Arteris and Viva Meio Ambiente Projects Reinforcing the training on safety measures		No
<b>103-3: Evaluation of the management approach</b>	Commitment to road safety Greater humanity in traffic Escola Arteris and Viva Meio Ambiente Projects Reinforcing the training on safety measures		No
<b>416-1: Assessment of the health and safety impacts of product and service categories on customers</b>	Commitment to road safety Greater humanity in traffic Escola Arteris and Viva Meio Ambiente Projects		No
<b>Social and economic compliance</b>			
<b>103-1: Explanation of the material topic and its limitation</b>	Integrity, ethics and transparency are true business pillars		No
<b>103-2: The management approach and its components</b>	Integrity, ethics and transparency are true business pillars		No
<b>103-3: Evaluation of the management approach</b>	Integrity, ethics and transparency are true business pillars		No
<b>419-1: Non-compliance with laws and regulations in the social and economic area</b>	Recognized practices		No

## EDITORIAL STAFF

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